

FINANCIAL TIMES

German banks
Big changes ahead

Page 13

World Business Newspaper <http://www.ft.com>

Running Emu
Monetary policy for single currency

Europe, Page 12

Sex and death
Lulu in Copenhagen

Page 11

FRIDAY SEPTEMBER 6 1996

Brussels acts to reassure public over beef crisis

The European Commission is set to unveil an ambitious labelling regime for beef in an attempt to boost the image of the industry, hit by the crisis over BSE and mad cow disease. Under the plan, consumers would be given a history of each piece of beef, from cowshed to supermarket shelf. Page 14

Court victory for UBS: Union Bank of Switzerland has finally won court approval to introduce a capital-raising scheme which will considerably increase its capital-raising flexibility. The Zurich Commercial Court verdict comes after nearly two years of legal disputes with a dissenting shareholder group. Page 15

French rebuff over Iraqi no-fly zones: France refused to take part in air patrols over an enlarged no-fly zone in southern Iraq despite efforts by US Secretary of State Warren Christopher to persuade them of the need for an extended zone. Page 3

Crédit Lyonnais close to rescue deal: The French government is close to agreeing a new rescue plan for Crédit Lyonnais. Under the deal the troubled state-owned banking group is likely to be able to waive most of the heavy costs imposed on it as part of its restructuring deal agreed last year. Page 15

Campbell Soup shake-ups: The US maker of soups and sauces announced a \$160m restructuring charge as part of a series of measures aimed at repositioning itself as one of the world's fastest growing food companies. Page 15

Advisors quit Dole campaign: Two senior advisors resigned from Republican presidential candidate Bob Dole's campaign team. Page 5

Graf's father denies tax fraud:



The father of the world's top female tennis player, Stefani Graf, told a German court that he had kept his daughter in the dark about her finances but denied tax fraud. Peter Graf (left), who faces tax evasion charges, blamed poor health, poor guidance and broken promises from local authorities for the tax scandal that led to his arrest 13 months ago. Ms Graf declined to testify at her father's trial in Mannheim because she did not want to incriminate herself. Page 2

Move to cut cost of international calls: The US and Britain are hoping to help trigger sharp falls in international telephone call prices and shake up the structure of telecommunications worldwide with a radical plan to liberalise transatlantic traffic. Page 14 and Lex

Moslems guilty of US bomb plot: Three radical Moslems were convicted by a federal jury in New York of plotting to bomb 12 US passenger jets to punish Washington for its support of Israel.

Gaylord chief resigns: Richard Evans, the chief operating officer at Nashville-based Gaylord Entertainment, has resigned unexpectedly. The move may resurrect speculation over the sale of the group whose assets include theme parks, hotels and the Grand Ole Opry - the home of country music broadcasting. Page 15

Japan PM urged to call snap poll: Japanese prime minister Ryutaro Hashimoto came under pressure from his Liberal Democratic party to call a snap general election late next month. Page 4

Italy's inflation rate at 27-year low: Italy's annual inflation rate fell to 3.4 per cent in August, its lowest level since 1969. Page 2

Elf Aquitaine, the French oil, chemicals and drugs group, reported a 24 per cent advance in half-yearly income, boosted by high oil prices and increased oil and gas production. Page 17

Japanese bank in fraud probe: Sanwa Bank, one of Japan's leading financial institutions, dismissed one of its branch managers after it alleged he had embezzled about ¥560m (\$5m) in depositors' funds. Page 16

Bank of China is to set up a merchant bank in the UK, its first investment banking operation in the west. Page 15

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STOCK MARKET INDICES		GOLD	
New York: Dow Jones	8,832.48 (+24.42)	New York: Comex	328.50 (288.7)
NASDAQ Composite	1,152.77 (-11.05)	London:	328.15 (285.8)
Europe and Far East			
DAX	1,395.23 (+11.45)		
FT-SE 100	2,522.54 (+2.55)		
Nikkei	1,857.2 (-14.5)		
	30,378.52 (+177.55)		
US DISCOUNT RATES		DOLLAR	
Federal Funds	5.75%	New York: London	1.527
3-month T-bill	5.125%	DM	1.49475
Long Bond	6.01%	FF	1.0825
Yield	7.141%	SF	1.20725
		Y	108.05
		London:	
		S	1.9878 (1.9255)
		FF	1.4948 (1.4823)
		FF	5.0818 (5.0817)
		SF	1.2074 (1.2053)
		Y	108.115 (108.705)
		Tokyo close:	Y 108.0
NORTH SEA OIL (August)		STERLING	
Brent Blend	\$22.08 (22.21)	DM	2.328 (2.324)

OTHER RATES		CONTENTS	
3-month interest rate	5.75%	News	14
UK 10 yr gilt	6.75%	Features	14
France 10 yr gilt	6.00%	Companies & Finance	12
Germany 10 yr bond	5.50%	UK	12
Japan 10 yr JGB	5.00%	International	15-16
		Int. Cap Mkt	20
		Money Markets	21
		FT-SE Aquinas	29
		Recent Issues	32

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Juppé rushes out sweeping tax cut plan

By David Owen and Andrew Jack in Paris

Mr Alain Juppé, the French prime minister, last night rushed out a sweeping package of tax cuts in a bid to improve his government's popularity and kick start the country's floundering economy.

In an announcement originally planned for next week but brought forward after Wednesday's unexpectedly poor economic figures, he said FF775bn (\$14.5bn) would be wiped off income tax over the next five years - with taxpayers receiving a third of the reduction next year.

The net reduction in taxes in 1997 would be FF15bn, with income tax cuts offset by a FF77bn increase from levying social security charges for the

Business conditions in UK shopping centres are brighter than at any time since the last consumer boom of 1995, retailers have reported. The surge is welcome for the government, but may arouse UK central bank concerns about inflation. In Germany, the economy returned to growth in the second quarter but jobless figures and an OECD report gave little hope of an easing of the country's unemployment. The August jobless total of 3.9m was higher than for the same month last year. ■ Details, Pages 7 and 14 ■ Germany warned on subsidy culture, Page 2

first time on investment income as well as salaries.

He promised that all taxpayers would pay less income tax and indicated that the top rate, currently 66.8 per cent for those earning from FF288,100, would be brought down to 54 per cent next year and to 47 per cent over the next five years. But he said those on modest incomes would get the biggest cuts.

from spending or investing because their tax burden is too great," the prime minister said. "We need to encourage those who work, who invest, who create, who invest - in summary those who make the country tick."

The measures were greeted coolly by other leading figures from the country's ruling centre-right coalition. Mr Edouard Balladur, the former prime minister and defeated presidential candidate, said Mr Juppé should move to cut taxes by FF120bn as quickly as possible. Mr François Léotard, the UDF leader, called for a "careful examination" of French VAT levels.

The package represents a last-ditch effort by the prime minister to stimulate consumer spending - which has

remained depressed in spite of France's comparatively high savings levels - and to improve the country's weak economic growth.

Preliminary gross domestic product figures this week showed the economy contracted by 0.4 per cent in the second quarter - no improvement on the last three months of 1995 when the country was hit by public-sector strikes.

A series of measures has raised taxes by more than FF100bn since 1995 as the government has striven to cut its financial deficit in line with the Maastricht convergence criteria for economic and monetary union. These measures have included increases in value added and local taxes.

Continued on Page 14

Special report, Page 19

Deutsche Bank admits to failure of controls

By John Gapper, Nicholas Denton and Roger Taylor in London

Deutsche Bank yesterday said that it was considering moving responsibility for its UK unit trust business from London to Frankfurt after the complete failure of management controls within its UK asset management business.

The bank admitted that senior managers at Morgan Grenfell Asset Management were warned in April that Mr Peter Young, a fund manager suspended earlier this week, was defying regulators' rules on holdings of shares.

It emerged yesterday that Mr Young started setting up a web of unlisted holding companies in Luxembourg in July 1995 in an effort to conceal growing investments in European technology stocks that were breaching City rules.

However, the managers accepted Mr Young's claim that these unlisted companies were legitimate, and that he was reducing his holding. They failed to discover that he had moved shares to new holding companies.

All the Luxembourg holding companies have links to Fiba Nordic Securities, a London-based broking firm under examination by the Securities and Futures Authority in London since April.

They are connected through Mr Marco Wolf and Mr Jurg Wiler, of Wiler & Wolf, a Swiss law firm. These men are directors of some of the Luxembourg holding companies, and also of holding companies owning a majority of Fiba Nordic.

The failure of MGAM's management to prevent Mr Young from investing in these holding companies for one of its flagship unit trusts is an embarrassment for Deutsche Bank and its UK subsidiaries.

Investors yesterday withdrew about £100m (\$156m) from two UK unit trusts and an offshore investment fund suspended by Morgan Grenfell.

Russian leader's absence likely to fuel power struggle inside Kremlin

Yeltsin to have heart operation in Moscow

By John Thornhill and Chrystie Freeland in Moscow

Russian president Boris Yeltsin is to have heart surgery later this month. The announcement, which the president made in a television interview yesterday, could intensify the turbulent succession struggle in the Kremlin.

Mr Yeltsin did not specify how serious his condition was nor whether he intended to hand over power during his convalescence. Mr Viktor Chernomyrdin, prime minister, would assume presidential powers if Mr Yeltsin died or was incapacitated.

But the 65-year-old president vowed he would recover to continue "active work". He still intends to meet Mr Helmut Kohl, German chancellor, tomorrow.

On Russian television last night, Mr Yeltsin said he did not want to conceal his illness from the public.

"I have undergone routine checks and during these checks they have found something wrong with my heart," he said. "The recommendations of the doctors were either for an operation or to work in

a passive way. But passive work has never suited me and does not suit me now. It is better to have the operation and fully recover."

Mr Yeltsin, who has had a long history of heart trouble, suffered two minor heart attacks last year.

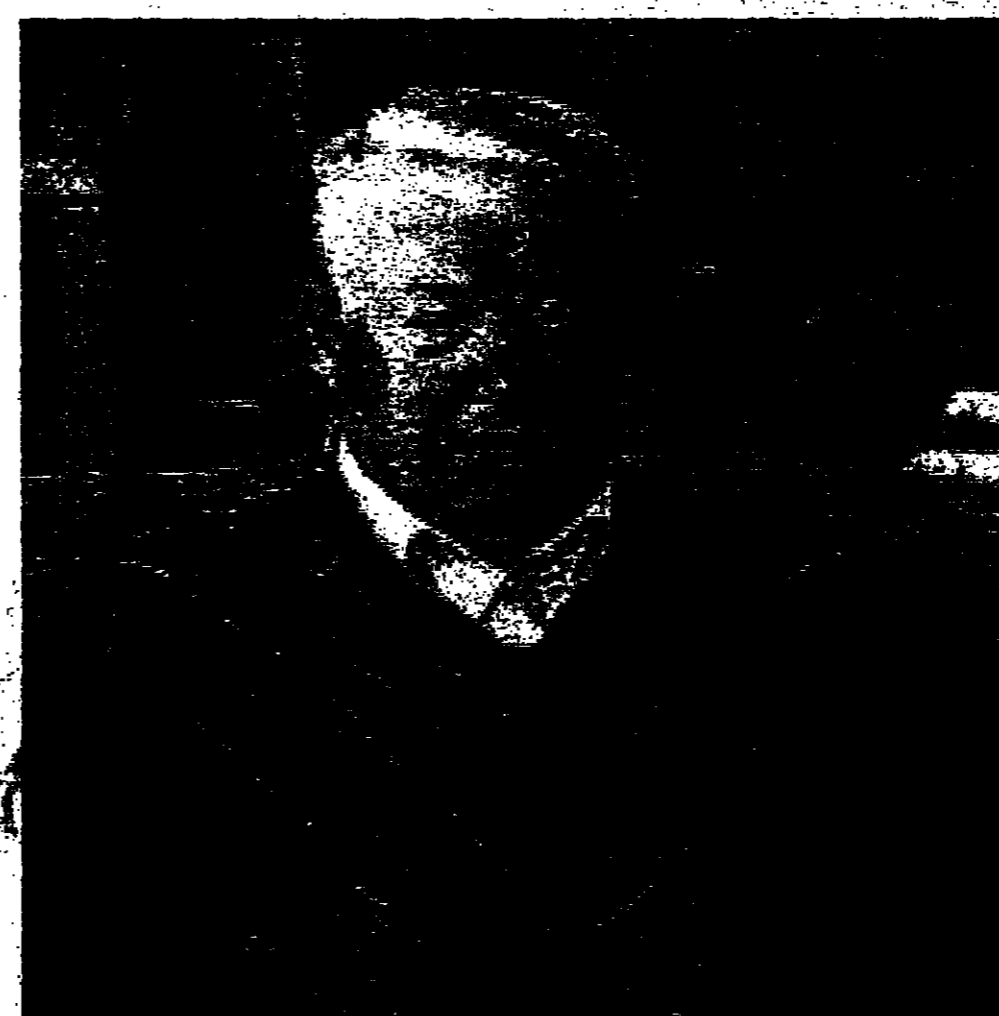
But despite prolonged absences since the presidential elections on July 3, government leaders and presidential aides have persistently denied Mr Yeltsin was suffering from heart trouble.

His absences were attributed to "colossal tiredness" after an exhausting re-election campaign.

Mr Yeltsin said he would not travel abroad for an operation, saying the experts at the Moscow Cardiological Centre were fully capable of performing the operation.

He closed his interview by telling Russians he "very much" hoped for their support, in an apparent attempt to gain public sympathy.

The confirmation of Mr Yeltsin's illness is likely to fuel the in-fighting within the Kremlin over who will eventually succeed him. Mr Chernomyrdin would appear to be the "estab-



Boris Yeltsin appears on Russian television yesterday to announce he will have a heart operation.

ishment" candidate although Mr Alexander Lebed, the president's national security adviser, is a contender with his rapid conclusion of a truce in Chechnya last week.

During his television appearance Mr Yeltsin offered measured backing for the former

Continued on Page 14

Yeltsin heart surgery, Page 2

Olivetti threatens to sue ex-director after inquiry

By Andrew Hill in Milan

Olivetti, the Italian information technology group, yesterday threatened to sue a former executive after his claims that the company's interim results were misleading prompted an inquiry by the stockmarket watchdog.

Olivetti's shares were suspended before trading began in Milan amid growing confusion and concern about the future of the group. On Tuesday, Mr Carlo De Benedetti resigned as chairman, followed by Mr Renzo Francesconi, director-general in charge of finance, administration and auditing.

Mr Francesconi, who had only been with Olivetti for six weeks, said he disagreed with the way in which Olivetti's results for the first half of 1996 had been presented. In an interview published yesterday,

Mr Francesconi claimed he had submitted different interim figures which painted a less flattering picture of the company's situation. Olivetti said Mr Francesconi's comments were "totally without foundation".

Conso, the stockmarket watchdog, interviewed Mr Francesconi, and yesterday evening was still talking to Mr Antonio Tesone, the new Olivetti chairman, Mr Francesco Caino, chief executive, and two other senior executives.

Conso wants Olivetti to publish a statement which would allow the suspension of the shares to be lifted today. They are part of the MIB-30 index of Italy's 30 heaviest traded stocks and there is international interest in Olivetti's struggle to recover from heavy losses.

Mr Francesconi, who joined Olivetti from the Rai state

broadcaster, refused to comment. However, he dismissed Mr Caino's suggestion that his comments were "probably the result of stress, given the huge task facing [Olivetti]".

The half-year results - which showed a worse-than-expected operating loss of L30.5bn (\$6.5bn) and a pre-tax loss, after provisions, of L40.2bn - were produced at the end of Tuesday's extraordinary board meeting. The meeting was the climax of a battle between Mr De Benedetti and Mr Caino over future strategy.

Mr De Benedetti, who had run Olivetti for 15 years, resigned in what appeared to be a tactical victory for Mr Caino. The initial stock market reaction on Wednesday was positive, though the shares later fell on concerns about the half-year figures.

Olivetti may seek ally, Page 17

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NEWS: EUROPE

OECD report voices concern at high levels of support for industry Germany warned on subsidy culture

By Michael Lindemann
in Bonn

Germany's efforts to change the focus of its economy from traditional industries to new technologies risk extending the "subsidy mentality" which has already seized eastern Germany, the Organisation for Economic Co-operation and Development warned yesterday.

Special attention was needed to avoid new subsidies in the form of tax breaks for high-technology start-ups; other programmes to inject equity into eastern

German companies "should also be closely scrutinised to ensure new subsidy programmes are not being established".

In its annual report on the state of the German economy, the OECD also criticised the "complex" system of taxes which "inhibit the development of newly-established enterprises".

The report contains a special chapter on the taxation system and on transfers in the economy - payments other than tax or income from employment, such as welfare benefit payments to

individuals and subsidies to industry, including indirect subsidies such as tax breaks.

It said such transfers risked creating a "dependency culture... raising questions about whether the operation of the welfare system is not inadvertently creating new recipients and whether future commitments can be financed".

Transfers generally had got out of control, the report said, and were being used "to achieve numerous policy objectives" such as subsidising the railways.

Furthermore, by taxing

the income of incorporated and unincorporated companies differently, Germany was "discouraging the development of stock market listings" - one of the government's declared aims in its efforts to make equity investments more attractive and improve the international standing of the Frankfurt stock exchange.

Some of the strongest criticism was reserved for Germany's use of industrial subsidies and tax incentives which, the report admitted, had been distorted by the country's reunification.

Germany pays more subsidies to industry than any other European Union country. While these had begun to decline in western Germany, the report said that continuing extensive subsidies in the east "could lead to a subsidy mentality and distort competition".

Germany's efforts to meet the Maastricht criteria for a single currency were also dealt a blow by OECD forecasts which indicate that the budget deficit will rise to 3.5 per cent of gross domestic product in 1997 - significantly higher than the per-

mitted 3 per cent. Overall indebtedness is forecast to climb to 82 per cent of GDP in 1997, above the prescribed target of 60 per cent.

However, Mr Dieter Menke, the OECD's Bonn representative, pointed out that the forecasts were based only on measures already enacted and did not include the DM70bn savings package which faces a crucial vote in parliament next Friday.

"It is possible for Germany to meet the criteria in 1997," he said, "but only if all the measures [in the savings package] are enacted."

Foreign chiefs braced for crisis in IGC

Political storms are gathering in Tralee, says Lionel Barber

European Union foreign ministers meet in Tralee, County Kerry, tomorrow with one eye on capricious Irish weather and the other on the political storms gathering this autumn.

The slowdown in the European economy, chronic unemployment, and renewed doubts about the planned single currency are bad enough; but the EU is also braced for a crisis in the stalled intergovernmental conference (IGC) to review the Maastricht treaty, instability in Bosnia after this month's elections, and fresh controversy over mad cow disease.

It is a daunting agenda, which has led to an outbreak of post-vacation pessimism in Brussels. "We are entering a dangerous period," says one senior official. "Everywhere there is a climate of mistrust."

Tralee, which hosts this weekend's meeting, is the hometown of Irish foreign minister, Mr Dick Spring. He will use his wily charm to achieve consensus during talks on Bosnia, the Middle East peace process, Russia, Cyprus, and a Danish paper looking at a long-term EU strategy for the Organisation for Security and Co-operation in Europe (OSCE).

The thorniest subject is the IGC. Ireland, which holds the rotating EU presidency, is anxious to speed up negotiations on institutional reform to cope with future enlargement to central and eastern Europe. Dublin would like to have a draft Maastricht 2 treaty ready by the end of November in time for the EU summit in mid-December.

But officials close to the IGC admit that serious negotiations have yet to begin, and it is no secret that the Irish and others are upset that the French have pushed everyone into holding a mid-October mini-summit which could arouse false expectations of a breakthrough. Expediently, the Irish have yet to set a date, citing difficulties in finding hotel space.

Three other political developments in Brussels this

week underlined difficulties ahead in the IGC.

First, the European Commission called for a treaty amendment to give it exclusive negotiating rights over international trade agreements in services and intellectual property. This would confer the same powers the Commission enjoys on trade in goods, allowing the EU to speak with one voice on trade policy.

To the dismay of the Commission, big member states, led by Britain and France, opposed the proposal. Yet if member states refuse to cede limited sovereignty on trade

'We are entering a dangerous period... everywhere there is a climate of mistrust'

and economic policy - where the Commission enjoys real power - there seems little hope of achieving a common EU foreign policy.

The second ill omen came in the form of a British paper on subsidiarity, the term used for devolving decision-making on EU matters to the lowest appropriate level. Commission officials who have seen it describe it as ingenious, thorough, and ultimately destructive in its desire to repatriate powers to the nation state.

An intransigent Conservative government in Britain remains the biggest obstacle to an early agreement in the IGC, but it is not the only obstacle.

As this week's hard-fought compromise with Germany over state aid to Volkswagen in Saxony underlines, other powerful national and regional forces are challenging the authority of the Commission and the legitimacy of the EU.

VW aid fight part of wider battle

Bonn's whole policy towards eastern states is at issue, writes Wolfgang Münchau

Germany and the European Commission appear to have made peace in the dispute over the DM90.7m (\$62m) in subsidies paid to the car-maker Volkswagen by the state of Saxony. Brussels has ruled that it broke European Union rules.

The compromise is remarkable from a legal point of view: VW can keep money paid to it illegally (in contravention of EU regulations) and, in return, forgoes a legal subsidy - in the shape of tax credits - of equal size.

But German government officials and the company insist the basic issue has been postponed, not solved.

The dispute between Bonn and Brussels extends beyond the aid the government of Saxony gave VW to expand two car plants in the state. It has brought the government's policy towards its eastern states into direct conflict with the European Union.

Bonn has pursued a policy of forging rapid economic unity between east and west through relentless harmonisation, funded by massive subsidies. This has resulted in higher taxes, but has failed to achieve a noticeable economic revival in the east.

Volkswagen, which is 20 per cent owned by the state of Lower Saxony, is among Germany's most influential companies, with roots deep in the country's economic and political establishment. A senior official once remarked that VW was to



VWs roll off the line at Wolfsburg, the company's headquarters in Lower Saxony

Germany "what apple pie is to the Americans".

The company's political clout and the political manoeuvring by Mr Kurt Biedenkopf, Saxony's prime minister, have largely been behind the Bonn government's position in this case - that the Commission has no right to interfere in the aid package agreed with VW.

Germany's argument revolves around a loosely worded article in the European treaties, Article 92, section 2c, exempts aid to "certain areas" in Germany from EU state aid policy, as long as it is needed to overcome the consequences of Germany's division.

The clause, part of the 1987 Treaty of Rome, was intended to cover subsidies to West German regions along the border with East Germany. VW has long benefited from this clause. Its home town of Wolfsburg is in Lower Saxony, in the affected area of West Germany.

During negotiations on the Maastricht revisions to the EU treaty, Germany fought hard to hang on to this clause, even though the country had by then been united.

Mr Hans-Dietrich Genscher, the former foreign minister who mounted the successful defence of the

clause at Maastricht, argued in a newspaper article this week that Saxony might have breached some formal rules when it paid the money to VW after the EU had ruled that it could not. "But this does not change the facts of the law, which is clearly on the side of [Saxony]."

The Germans insist that the clause extends to all of eastern Germany, since all of it has been disadvantaged by Germany's division. Mr Jacques Santer, president of the European Commission, says the clause "only applies to exceptional cases and does not apply in general".

While western Germans

are used to legal disputes with the EU, eastern Germans still tend to react with bewildered disbelief, especially if actions by the EU are seen as endangering jobs or hindering their creation.

Opinion polls suggest that east Germans are more hostile to the EU than their fellow citizens in the west, or are at least indifferent to it, and the dispute over aid to VW is likely to have widened the gulf in attitudes considerably.

A revealingly frank comment on east German attitudes came from Mitteleuropäische Allgemeine, a Potsdam newspaper, which wrote this week: "The cold-bloodedness with which Mr Biedenkopf has broken EU law appears to be paying off."

The company insists that it will go ahead with extending the plants at Mosel and Zwickau, creating 2,300 jobs, despite having DM90m already approved tax credits frozen. VW says it is legally entitled to this money and will claim it back at the end of the year.

The case will be settled finally by the European Court, but if there is no solution there this year, or some early settlement between Germany and VW, the dispute with the Commission could flare up again.

VW is unlikely to forgo the money permanently without a fight. The most likely outcome is that the company will extend the plants and recoup the frozen money, or some of it, in some other way.

Italian inflation lowest for 27 years

By Andrew Hill in Milan

Italy's annual inflation rate fell to 3.4 per cent in August, its lowest level since 1969, Istat, the state statistics institute, announced yesterday.

The latest figures confirm the strong downward trend in Italian consumer price rises. The year-on-year inflation rate has dropped from a peak of 6 per cent in November last year.

In July, Istat announced a reduced year-on-year rate of 3.6 per cent, and a 0.3 per cent fall in consumer prices over the month, the first time since 1968 that negative growth in inflation had been recorded. In August, consumer prices rose by 0.1 per cent compared with the previous month.

The Italian treasury - which has set the fight against inflation as one of its priorities - said the latest figures demonstrated that the drop in inflation was likely to be durable and structural, and said it was due to a "cocktail" of virtuous behaviour on the part of industry, unions, and government, helped by the stronger lira.

Economists said the trend was likely to continue in coming months and could prompt a further reduction in Italian interest rates before Christmas. "Inflation" could fall below 3 per cent on a yearly basis by November or December, said Mr Daniele Gonnino, chief economist with Euromobiliare in Milan.

Analysts pointed out, however, that the overall economic picture in Italy was still marked by low consumer demand and sluggish investment.

On a monthly basis, the strongest rises were felt in housing, water and energy prices - up 0.6 per cent - while the price of food products fell by 0.2 per cent, helped by reduced fruit and vegetable prices, including tobacco products. The year-on-year inflation rate for August was 3.5 per cent.

Steffi Graf's father denies tax fraud

The father of Steffi Graf, ranked the world's number one woman tennis player, told a German court yesterday that he had kept his daughter in the dark about her finances but denied tax fraud. Reuter reports from Mannheim.

The court said Ms Graf had declined to testify at her father's trial because she did not want to incriminate herself. As her father answered tax evasion charges, she advanced to the semi-finals of the US Open in New York.

Mr Graf, a former used-car sales-

man, blamed poor health, poor guidance and broken promises from local authorities for the tax scandal that led to his arrest 13 months ago.

"There was extreme pressure on me because of the permanent travelling," he said, at times on the verge of tears.

Having spent 13 months in investigative custody, Mr Graf faces a possible 10-year jail sentence if convicted of evading DM15m (\$13m) in taxes from the late 1980s.

Mr Graf, 58, who accompanied his daughter to tournaments around the

world, was arrested last year because prosecutors feared he would flee the country.

He said he had always taken responsibility for Steffi's finances. "Our daughter was completely unaware [of her tax situation] until 1995," he said. "In any case, all the back taxes have now been paid."

Prosecutors read an 18-page summary of the 237-page charge sheet detailing some DM42m worth of undeclared income between 1989 and 1993.

Mr Graf said he had been close to

moving his family abroad to avoid high German taxes, but decided to stay because "my roots are here in Germany" and because local political leaders had assured him of tax relief for his daughter.

"I knew that such sporting achievements only last a short time and I knew I had to try to set aside financial reserves," Mr Graf said. "It became apparent to me that taxes in Germany are abroad could eat everything up."

"Some sports stars solve this problem by emigrating," he said.

On a monthly basis, the strongest rises were felt in housing, water and energy prices - up 0.6 per cent - while the price of food products fell by 0.2 per cent, helped by reduced fruit and vegetable prices, including tobacco products. The year-on-year inflation rate for August was 3.5 per cent.



Peter Nordström, the Swede expelled from Russia for alleged spying, wards off the cameras with a copy of Margaret Thatcher's memoirs. He says his arrest in St Petersburg while exchanging money with a contact was a set-up. But his employer, the Swedish defence contractor Celsius, suspended him yesterday.

France premier sounds alarm on summer time

By Andrew Jack in Paris and Caroline Southey in Brussels

A French government move to end summer time - the practice of putting the clocks forward by an hour between March and October - yesterday took the European Union by surprise.

It is less than six months since Europe harmonised summer time - Britain and Ireland for the first time

switched their clocks on the same day as the rest of Europe, the last Sunday of March. France, like most of Europe, sets its clocks to one hour ahead of Greenwich Mean Time in winter and two hours ahead in summer.

Now Mr Alain Juppé, the prime minister, has asked Mr François-Michel Gonnor, head of a National Assembly commission, to consider whether the country should remain on the same hour

throughout the year.

The Matignon, the prime minister's office, said yesterday Mr Juppé had asked Mr Gonnor to consider both GMT plus one hour and GMT plus two hours and stressed that the premier had yet to decide whether reform was needed.

But Mr Gonnor, who expects to report by November and backs changing the existing system to remaining at GMT plus one hour all year, said yesterday Mr

Juppé shared his view that reform was necessary.

Ms Edouarde Gabarain, president of ACFE, a pressure group against the summer hour, cited a recent poll suggesting that two-thirds of the French wanted to change the existing system, which forced many people to get up when it was still dark during summer. She said the average time at which the French wake up is 8.30m.

Ms Ségolène Royal, a socialist deputy who has lobbied for abolition of the present system, said: "With summer time, workers and farmers get up when it is still night-time. Just so managers can have another hour to play tennis in the evening."

Summer time was introduced in 1976 under President Valéry Giscard d'Estaing, in the belief that it would save energy costs following the oil price rises.

Mr Gonnor said the annual energy savings of summer

time amounted to less than the contents of one oil tanker, and cost French motorists more than 3F10m (\$1.97m) a year in changing timetables and links with other national networks.

An EU official said the announcement "came as a bit of a surprise". The proposal to harmonise the present arrangements "was agreed by a group of experts in which France was represented. At no time was a negative opinion expressed."

Yeltsin heart surgery has successors' pulses racing

Political turmoil in the Kremlin can only intensify, writes Chrystia Freeland

Stressed economic and legal prerequisites for Russian economic growth, but we must now confess that another crucial precondition is a stable cardiogram for the president."

The immediate decline in Russian debt and equity prices following Mr Yeltsin's announcement was an early signal that, yet again, the country's economic prospects could become hostage to its political instability.

Mr Yeltsin's belated decision to come clean about his health problems may have reassured Russians of his commitment to political openness, but only skillful surgeons and a robust presidential physique will convince investors that it is finally safe to come into the Russian market.

potential rivals have been markedly slow to back.

As the succession contest becomes even more fierce, it is also expected to become even more discreet. After a successful operation, a vigorous Mr Yeltsin could return to the political scene and punish any subordinates with the temerity to seek to replace him.

"The rivalries don't disappear, but the situation becomes more complicated because you have to factor in the possibility of a recovery," said one western diplomat.

The presidential election, carried through despite numerous pitfalls, has built foreign and domestic confidence in Russia's constitutional process. Most observers are now convinced that, no matter how intense the fight, the country is likely to choose Mr Yeltsin's successor in a democratic fashion.

But even though the nation is more confident of the robustness of Russia's young democracy than it was six months ago, economists warn that Mr Yeltsin's admitted heart problems could bring yet another postponement to the long-prophesied economic boom.

"This means a new delay of investment in Russia," said Mr Vladimir Mau, one of the country's leading democratic strategists.

"Until recently, all of us

Sitting in a cosy armchair dressed in a casual V-neck sweater, President Boris Yeltsin looked every inch the modern, television-friendly politician yesterday as he delivered his bombshell announcement that he will undergo heart surgery later this month.

After more than two months of Soviet-style obfuscation and outright lies about the president's health, Mr Yeltsin's openness was a welcome shift to the accountability which, in his best moments, the Russian leader has promised.

But the Kremlin's newest burst of *glasnost* risked being overshadowed by political turmoil. Most observers predict that the revelation will intensify the fierce but

covert succession struggle which began even before Mr Yeltsin was re-elected in July.

If he dies or is incapacitated, Mr Victor Chernomyrdin, the prime minister, would take over for three months, until fresh elections.

Although Moscow's political elites are still exhausted by a presidential contest which consumed the nation this spring, the possibility that the top job could again be up for grabs is likely to excite the ambitions of Mr Yeltsin's most likely heirs.

As premier and leader of the powerful oil and gas lobby, Mr Chernomyrdin is seen as one of the strongest

contenders. But he could be challenged by Mr Yuri Luzhkov, the popular and populist mayor of Moscow, and Mr Alexander Lebed, the maverick security chief who clinched a deal with the Chechen separatists last week.

Mr Lebed's rapid emergence from the political shadows to centre stage has been one of the most important results of the elections, in which the charismatic former general came a strong third.

These three members of the Yeltsin administration could also face opposition from the Communists, Russia's best organised grassroots party. But their

resounding defeat in the July poll may discourage them from re-entering the ring; they may decide to back a non-Communist candidate.

For the past two months, the three have been engaged in a covert battle for the sympathies of the Russian public and the equally important support of financial and political leaders. Mr Anatoly Chubais, the president's chief of staff, admired by reformers, is considered to be too unpopular with voters to be a contender.

One battleground has been Chechnya, where Mr Lebed made a bold bid for the electorate's support by negotiating a ceasefire, which his

stressed economic and legal prerequisites for Russian economic growth, but we must now confess that another crucial precondition is a stable cardiogram for the president."

The immediate decline in Russian debt and equity prices following Mr Yeltsin's announcement was an early signal that, yet again, the country's economic prospects could become hostage to its political instability.

Mr Yeltsin's belated decision to come clean about his health problems may have reassured Russians of his commitment to political openness, but only skillful surgeons and a robust presidential physique will convince investors that it is finally safe to come into the Russian market.

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US attack on Iraq: Christopher warmly received in London, coolly in Paris □ Clashes reported between Kurds

French part company on no-fly zone

By Alexandra Capelle and Bruce Clark

France yesterday refused to take part in air patrols over an enlarged no-fly zone in southern Iraq despite the efforts of Mr Warren Christopher, the US secretary of state, to persuade it of the need for an extension.

A terse statement by the French foreign ministry, issued after Mr Christopher held talks in Paris, said the US official had assured his hosts that US punitive action against Baghdad was now complete.

Only after receiving these undertakings did the French tell Mr Christopher that they would continue air patrols in northern Iraq and also south of the 32nd parallel - the no-fly zones in force until last week.

However, French aircraft would not help to enforce the expanded no-fly zone, reaching as far as the 33rd parallel which runs just

south of Baghdad, which Washington has proclaimed with British support.

The French statement pointedly stopped short of endorsing the US cruise missile attacks on anti-aircraft sites in southern Iraq which were carried out on Monday and Tuesday.

The US-French difference over Iraq will cast a shadow over a major speech on transatlantic relations which Mr Christopher will deliver today in Stuttgart.

The chilly reception accorded the secretary of state was in sharp contrast to the cordial atmosphere at talks earlier yesterday in London with Mr Malcolm Rifkind, the UK foreign secretary.

Mr Christopher hailed British support for US policy towards Iraq, including the extended no-fly zone, as a display of the "extraordinary partnership" between Washington and London.

"The UK has been out (in



Warren Christopher with Malcolm Rifkind in London yesterday. Only the British are backing US policy in Iraq

support of US policies) early and often and President Clinton appreciates that," Mr Christopher is understood to have told his British counterpart.

Asked about the legal basis for US punitive action against Iraq, Mr Christopher said the imposition of a no-fly zone was generally agreed to be a "good way" to carry out UN resolution 688, which condemns Iraq for its treatment of minorities in both the north and south.

By attacking Iraq's surface-to-air installations, "we are simply making it possible for our pilots to carry out their obligations in this no-fly zone in a way that doesn't risk their lives," Mr Christopher said.

He expressed confidence that international understanding for US motives in punishing the Iraqi regime would gradually increase.

British officials said the distinctive French position reflected the desire of President Jacques Chirac to stake out a prominent role for Paris in the Middle East - and reap the commercial

rewards of a revived relationship with Iraq.

But in comments that differ in emphasis from those heard in Washington, the UK officials say the "oil-for-food" deal - entitling Baghdad to sell \$2bn worth of oil and spend the proceeds on humanitarian essentials - should eventually go ahead.

John Barham adds from Diyarbakir, south-east Turkey: Kurdish guerrillas were attacking but did not specify where. According to other accounts, there were PUK-KDP clashes near Arbil and close to the Iranian border.

Editorial Comment, Page 13

Palestinian stock market to start soon

By Rene Pruscher in Nablus, West Bank

Palestinian entrepreneurs are hoping they can again turn the ancient West Bank town of Nablus into the trade centre it was centuries ago when trading begins soon on the Palestine Securities Exchange (PSE).

The PSE, a continuous, on-line exchange, has the facilities and staff to start, but awaits an opening date from the Palestinian finance ministry.

The PSE's founders, a share holding company called Padico (Palestinian Development Investment Company) and Sameed, a PLO-owned company, see more to economic progress than world charity, day labour in Israel and agricultural exports.

Like the early Zionist movement's drives to attract Jewish funds from abroad, the Palestinian Authority has been actively recruiting rich expatriates to help build their economy.

Since Israel and the PLO reached an interim peace accord three years ago, wealthy Palestinians have sought venues by which to both prosper and be patriotic.

But with political uncertainty and few means to monitor investments from afar, many financiers have either shied away or put their money into real estate. Mr Safwan Bataina, PSE's general manager, says

investments would be safer and more conducive to economic growth. "You need equity and debt capital to build up an economy," he said.

Recruited from Amman, Mr Bataina said the PSE is hiring nearly all its traders from the ranks of Palestinians with experience abroad.

Since there is no Palestinian currency, shares will be listed primarily in Egyptian pounds, Jordanian dinars, or Israeli shekels. The small but high-tech stock market that took just \$2m to build has a potential market capital of \$700m, projected to grow to \$2bn by the end of the decade.

The right-wing government of Mr Benjamin Netanyahu opposes Palestinian statehood, but Israeli officials say they want to raise their neighbours' living standards and will not oppose the PSE if it does not violate the Oslo accords.

The Palestinian Authority rejected an Israeli proposal to present a joint position to the conference of donor countries due to open in Washington yesterday, Mr Dan Meridor, Israeli finance minister, said.

Mr Meridor said he had proposed at a recent meeting with Palestinian minister of economy and trade Maher Al-Masri that the two sides present a joint position, but was "surprised" to receive a negative answer a day later. He did not specify details of his proposed position.

How the Kurds were stranded by history

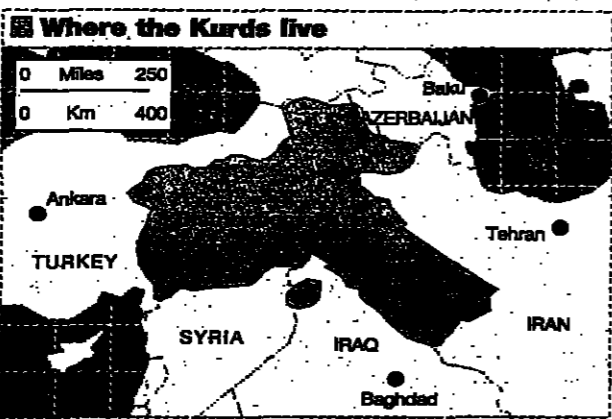
Edward Mortimer describes a people fighting for a state of their own on three fronts

Although the 4m Kurds of Iraq are the news internationally, they constitute at most one-sixth of the total Kurdish population in the Middle East.

That population is "probably in the order of 24m-27m," according to Mr David McDowall, a British specialist on Middle East affairs whose long-researched history of the Kurds appeared earlier this year. About half of those, at least 13m, live in Turkey, where they form about 23 per cent of the population. For the past 12 years the Kurdistan Workers Party (PKK) has been fighting for control of south-eastern Turkey.

Last year, Turkey sent up to 35,000 troops into northern Iraq in pursuit of PKK fighters; and yesterday it showed all the signs of launching a new attack, this time aimed at turning a narrow strip of land on the Iraqi side of the frontier into a "danger zone" or security cordon, to prevent further "terrorist" infiltrations.

There are also about 5.7m Kurds in Iran. There they



briefly set up an independent republic in 1946, and organised themselves as an autonomous region after the fall of the Shah in 1979, only to be crushed by the forces of the late Ayatollah Khomeini. But the Kurdistan Democratic Party of Iran (KDPI) remains active, with bases in northern Iraq. Several of its leaders have been assassinated in Europe in recent years, apparently by hit squads sent from Tehran, and in July Iranian troops entered Iraq to attack its base at Khut Sauijaq.

More than 2m Kurds live elsewhere: in Syria, Europe and the former Soviet Union. But the great majority live in the mountainous region straddling Turkey, Iraq and Iran. It is in these three countries that Kurds have played a major political role in recent decades.

The Kurds are sometimes described as "the world's largest ethnic group without a state", or "the world's largest nation without a state", but such formulae beg the question of what makes a nation. Kurdish

nationalists would claim to be united by a common language - related to, but distinct from, Persian, and divided into several dialects. Some linguists categorise the different forms of Kurdish as separate languages. A further problem is that the same language, or dialect, can be written in different scripts: Latin in Turkey, Cyrillic in the ex-Soviet Union, Persian in Iraq and Iran.

What is clear is that the Kurds missed out on the great period of state formation in the Middle East, which came with the break-up of the Ottoman Empire after the First World War. Thence the Treaty of Sevres (1920) offered them the chance of forming a state, this was replaced, after the victories of Mustafa Kemal Atatürk, by the Treaty of Lausanne (1923) in which they were not mentioned.

The Kurds had long been a frontier people between the Ottoman Empire and Iran. They now found their lands further divided, with the north-western ones becoming

part of the Turkish republic and the south-western ones part of Iraq, a predominantly Arab state.

Iraq's rulers formally recognised a Kurdish identity after the overthrow of the monarchy in 1958. But there has been constant conflict between the Iraqi state, increasingly centralised and totalitarian since the Ba'ath party came to power in 1968, and the Kurds with their mountain tribal traditions and growing self-awareness as a potential nation.

In Turkey until very recently, the state denied Kurdish identity in any form, and stamped on any public expression of it. Even today there is no education in Kurdish, and it was only two months ago that the government announced the creation of an official Kurdish television channel, in an attempt to counter the growing influence of the London-based Med-TV.

Kurdish nationalists in all three countries have two big dilemmas: should they struggle for an independent state, or content themselves with autonomy? Should they

show solidarity with each other against all three states, or seek to exploit divisions between their oppressors? In their hearts they would like to choose the first alternative in each case, but *realpolitik* has generally obliged them to choose the second.

In both Iraq and Iran, Kurdish parties have consistently said they seek no more than autonomy, within a broader democratic state which unfortunately has yet to be established in either country.

In Turkey, the PKK demanded an independent state until 1993, when it switched to demanding autonomy, though the Turkish authorities still routinely describe it as "separatist". As for solidarity, it has usually been little more than a slogan. All too often Kurdish parties in different countries have found themselves actually fighting each other, in order not to alienate their backers in neighbouring capitals.

A *Modern History of the Kurds*, David McDowall, 18 Tauris, £24.95

INTERNATIONAL NEWS DIGEST

\$850m oil bonus for Nigeria

Higher oil prices brought a \$850m bonus for Nigeria's military government, but it still recorded a deficit in the first six months of the year, it was revealed yesterday. Mr Anthony Ani, the finance minister, said the government received \$3.49bn from crude oil sales against a budgeted figure of \$2.64bn. He said the average selling price had been \$19.43 a barrel instead of the budgeted \$16 a barrel.

Mr Ani's announcement does not explain why the government posted a small unbudgeted deficit for the same period, as opposed to the forecast surplus. Analysts believe the unbudgeted expenditure is partly accounted for by a big contract awarded to China for modernising Nigeria's railways and big imports of petroleum products because the state-owned refineries are operating well below national demand.

Foreign Staff, London

Iran-Kenya trade accord

Iran yesterday offered to throw its weight behind Kenya's energy, industry and farm sectors by installing power stations, building storage facilities for liquefied petroleum gas and repairing roads.

In a joint memorandum of understanding signed by Mr Kalonzo Musyoka, Kenyan foreign minister, and Mr Yahya Al-Bashaq, the Iranian commerce minister, Iran also offered to help train Kenyans and open avenues for trade in Iran and the Gulf region.

The memorandum said Kenya and Iran agreed to boost bilateral co-operation and trade and expand ties between Kenyan and Iranian banks. Iran said it would supply equipment and engineering to expand Kenya's electricity and water supplies.

Reuters, Nairobi

Madagascar president to quit

Madagascar's president said yesterday he would step down next month, ending two years of political squabbling with a hostile parliament that sought to oust him.

President Albert Zafy said he would resign on October 10, announcing the move an hour after the Indian Ocean island nation's top court upheld a move by lawmakers to force him from office.

The former French colony's National Assembly, angered at a 1995 presidential referendum that significantly diminished its powers, voted a month ago to oust Mr Zafy.

Madagascar's High Constitutional Court said Prime Minister Norbert Ratsirahonana would serve as chief executive in the interim. Friction between Mr Zafy and parliament dates to 1994, when he and then-prime minister Francisque Ravony balked at an economic overhaul ordered by the IMF and the World Bank as a condition for future financial aid.

AP, Antananarivo

Uzbekistan hit by shortage of hard currency

Small traders and big investors have been able to convert only a fraction of their revenues

By Sander Thoenes in Tashkent

Investors and traders in Uzbekistan have been hit by an unprecedented shortage of hard currency, putting pressure on the country's go-slow approach to reforms.

Since April both small traders and the country's main investors have been unable to convert more than a fraction of their revenues in Som, the local coin, back into hard currency. Even BAT Industries, the country's second largest investor, says the Uzbek Central Bank has sold it only \$1.5m since January, while BAT's cigarette and tobacco fermentation plants need at least \$7m in hard currency just for basic imports.

"It's happened in fits and

starts," said Mr Simon Martin, BAT's finance controller in Tashkent. "It's quite common to use bureaucracy as a means of rationing. You change the forms each week, or you add on new requirements. If it all goes smoothly you can count on 60 days."

Uzbekistan has been alone in the former Soviet Union in keeping its currency at an artificially high exchange rate, illustrating the slow pace of reform in this Central Asian republic of 22m. But a rise in trade following moves to encourage foreign investment is putting the Som under increasing pressure; Uzbekistan sold twice as much hard currency this spring as last year but demand has risen even faster.

"From one point of view

it's a positive sign," one senior official said. "It shows that trade is growing. But it's an obstacle to further development of foreign trade with Uzbekistan. Only a free exchange of the Som can solve this problem."

The Uzbek government has declined to explain the conversion crunch but western investors and bankers blame Uzbekistan's negative trade balance of \$48m for the first half of 1996. Although it has a sizeable hard currency reserve, western bankers say that the government has not used it for fear of sparking inflation.

Imports exceeded exports when the price of cotton, the country's main source of revenue, dropped in the spring. Last year's domestic grain harvest, the main

import commodity, failed to meet high expectations.

In both cases, analysts say, the government was slow to respond, partly because mid-level officials were afraid to break the bad news to the president.

"The whole system is based on telling the boss good news and hoping he never finds out the truth," one British businessman in Tashkent said. By the time President Islam Karimov did find out, grain prices had hit a record high and cotton prices had dropped even further.

Free trade arrangements with Kazakhstan have put the Som under strain as well.

Some Uzbeks are making a fortune importing western consumer goods at the artificial

low dollar exchange rate, selling them in Kazakhstan, converting revenue to dollars and then converting fictitious Som revenue back into dollars at the official low rate.

The black market rate of the Som has dropped faster than the official rate and the difference is now more than 50 per cent.

Investors in Uzbekistan have little hope that the government will float the Som in the near future. One official said the government would first need to raise import tariffs on consumer goods, a politically sensitive move in a country where prices and wages have been kept artificially low.

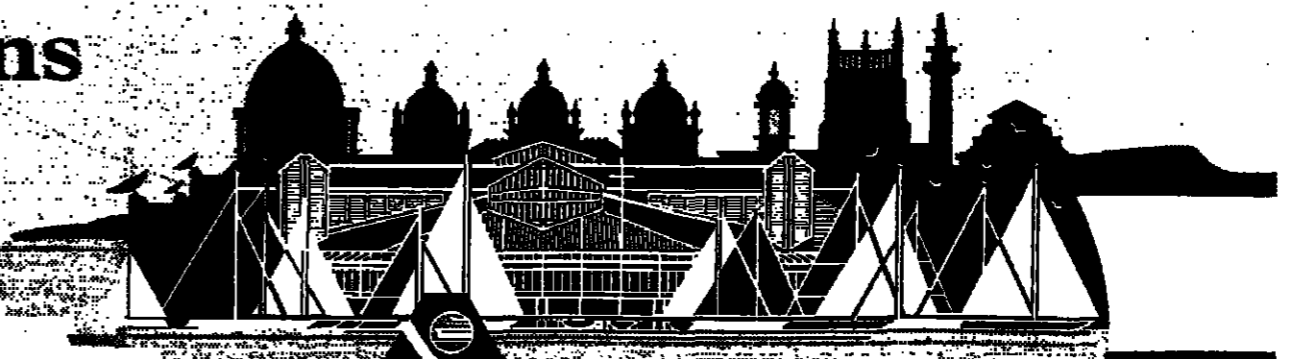
The official predicted convertibility in 1997, but that may be too late for many of

the small investors who make up the bulk of Uzbekistan's limited investment flow.

The shelves at the Dutch-owned Holland Market, which gained instant fame in Tashkent when it opened earlier this year with 17 different kinds of Dutch cheese, gradually emptied out for lack of hard currency to pay for new supplies. Only in August did the government grant priority access to hard currency reserves for food imports.

"The convertibility problem is killing us," says Mr Willem Visser, general director of Martens Trading, which owns 80 per cent of the Holland Market. "If this convertibility problem continues everybody will walk out."

HULL - a city that means business....



LONDON UPON HILL

NEWS: ASIA-PACIFIC

Hashimoto urged to hold snap election

By William Dawkins in Tokyo

Mr Ryutaro Hashimoto, the Japanese prime minister, yesterday came under pressure from his Liberal Democratic party to call a snap general election late next month.

He remained non-committal to a recommendation to call a poll from a meeting of LDP members of parliament, according to television reports. The government, which took office in January, is not obliged to seek an election until next July. But political analysts in Tokyo believe Mr Hashimoto will not wish to allow uncertainty over his intentions to persist indefinitely.

A growing number of LDP politicians wants to call a poll in the autumn for several reasons. Support for all the main political parties is declining and the LDP's waning popularity is likely

to fall further after the imposition of a rise in sales tax next April. LDP party funds are running low, and a referendum on the southern island of Okinawa next Sunday is expected to embarrass the government by producing a majority against US bases there.

The outcome of the Okinawa referendum is likely to drive a wedge between the LDP and its coalition partner, the Social Democratic party. Given the vital strategic importance of the US military presence there, the LDP will have no choice but to ignore the Okinawa result, say government officials, thus offending the SDP's pacifist instincts.

On this argument, many in the LDP believe it should go to the polls before the situation becomes untenable. While the government's popularity is low - 31 per cent according to the latest opinion

survey - it is still well ahead of the opposition New Frontier party, with 7 per cent. The proportion of undecided voters has risen by 10 percentage points over the past six months to 50 per cent.

Some Japanese political experts believe Mr Hashimoto has equally good reasons to wait. The government is planning to make a decision on a public spending package in the next few weeks, which would distract attention from the unpopular sales tax rise, and will then embark on the formation of next year's budget, an opportunity to reward influential interest groups.

Most observers assume the LDP will strengthen its grip on power after the next election, completing its recovery from a year in opposition, which ended in the summer of 1994. But there is an element of uncertainty to the



Hashimoto: LDP MPs want his hand up for quick poll

election outcome, because the poll will be held under a new system, a mixture of single-seat constituencies and proportional representation. It is likely to be more competitive than the previous multi-seat districts.

Seoul hits impasse over OECD entry

By John Burton in Seoul

South Korea appears to have reached an impasse in its drive to join the Organisation for Economic Co-operation and Development this year, with the club of advanced industrial nations criticising Seoul's proposed financial liberalisation programme as unsatisfactory.

Mr Christian Schricka, senior OECD legal counsel, told officials in Seoul this week Korea would have to accept a wider opening of its capital market. Seoul said it could offer no more concessions because of domestic political opposition.

The criticism conveyed by Mr Schricka, in Seoul to discuss a draft accord on OECD membership, is likely to raise pressure for new concessions before the OECD governing board meets this month to decide on Seoul's membership.

The dispute centres on the pace of financial liberalisation, including the opening of the bond market and abolition of restrictions on capital flows. The OECD is demanding a firm schedule for these measures, while Korea wants the speed of deregulation to be determined by economic preconditions that could take years to achieve.

Under a "final" offer submitted in July, South Korea said it would not accept the complete opening of the bond market and the liberalisation of capital flows until the gap between high domestic interest rates and low foreign ones narrowed to 2 percentage points from its present 6-7 percentage points.

Seoul argued rapid liberalisation would lead to huge capital inflows attracted by high domestic rates. This would add to inflationary

pressure and lead to an appreciation of the currency to the detriment of Korea's export industries.

Opponents of "hasty" OECD membership, including the opposition parties and most of the media, also claim liberalisation would make Korea heavily dependent on foreign capital and leave it vulnerable to a financial crisis, such as occurred in Mexico in 1994, if "hot" speculative money left the country.

Korea's worsening economic performance, including a record current account deficit and rising inflation amid a slowdown in growth, has increased public opposition to OECD membership in recent weeks.

The government is becoming worried that even if it is admitted into the OECD, the ratification of the agreement could be blocked by the national assembly.

Signs of unease grow in Beijing over the economy

'The macro side is excellent, but the micro is terrible'; this is the message China's leaders are almost certainly receiving

By Tony Walker in Beijing

Signs of unease are growing in Beijing about weakening demand, increasing unemployment and a wretched first half for the state sector. This is despite the fact that China's leaders may have been congratulating themselves on achieving a "soft" landing for the economy after problems of overheating in 1993-94.

Indeed, China may be facing a bumper economic landing than had been anticipated, with growth slowing and unemployment keeping up its inexorable rise. Political manoeuvring in the lead-up to next year's Communist Party Congress appears to be weighing on reforms.

Chinese and western economists have begun to sound the alarm about apparent slowing activity; scepticism is widespread about official

growth figures for the first six months, showing a GDP rise of 5.8 per cent. The representative in Beijing of an international lending institution says growth is nearer 7 per cent, taking into account rapid build-up of stocks amounting to some 5 per cent of GDP. "The government is too cautious. It should do more on the demand side, such as encouraging capital works projects in the power sector," he added.

Since mid-1993, when it instituted a credit squeeze to slow economic growth and curb inflation, which reached a post-1949 high of 21.7 per cent in 1994, the leadership has squeezed investment in fixed assets, deferring capital works projects and puncturing a real estate boom.

China's leaders seem to be holding to their "tight financial first" strategy, though

they have clearly become concerned about slowing activity. China has instituted two rounds of interest rate cuts, the first in May and the second in August, bringing lending rates down by more than two percentage points.

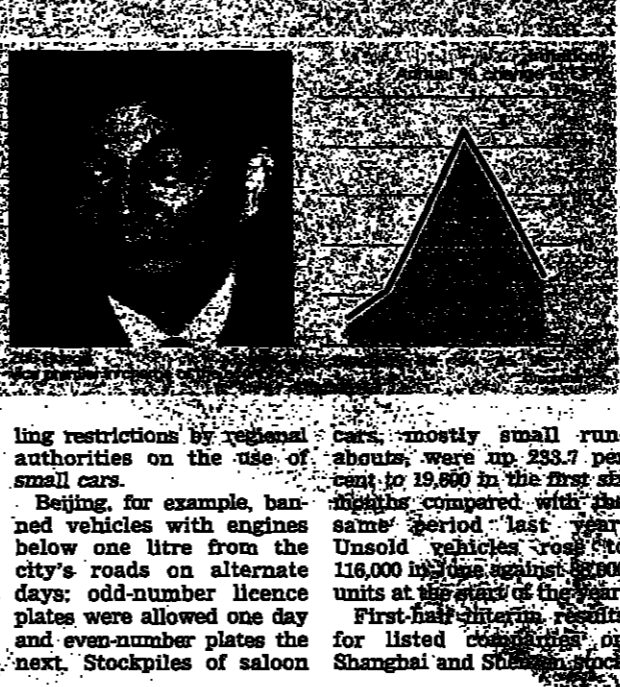
Chinese officials have begun to talk about the need to stimulate specific sectors. Mr Zhu Rongji, vice-premier in charge of the economy, has said housing should become a "new growth pole", providing stimulus to producers of steel and building materials.

China's ability to drive the housing sector forward is constrained by lack of mortgage facilities and absence of a mechanism to allow lending institutions to evict borrowers who default on repayments. But its high savings rate - individual bank savings at the end of June were 38.7 per cent higher

than last year at \$427bn would seem to be able to support widespread home ownership.

Concern over flat consumer demand has been manifested in steps taken recently to boost the flagging car market. The State Planning Commission issued a notice last month cancelling restrictions by regional authorities on the use of small cars.

Beijing, for example, banned vehicles with engines below one litre from the city's roads on alternate days; odd-number licence plates were allowed one day and even-number plates the next. Stockpiles of saloon



exchanges reflected the continuing sluggishness, with figures worse than expected. Among companies where profits slid was market leader Shanghai Yaohua Pilkington Glass whose net profit fell 66.3 per cent.

Overall, China's state-owned enterprises experienced losses of Yn35bn (\$4.2bn) in the first half of the year, about the same as last year.

For China's leaders, anxious the economy should perform strongly in 1997 to coincide with July 1's resumption of sovereignty over Hong Kong, and the Communist Party congress later in the year, the state sector's continuing poor performance is not encouraging.

Officials can take satisfaction from bringing inflation down (retail price inflation was 6.5 per cent in the first seven months, but can't be seen) against about the

economy's performance generally. Another concern is rising unemployment.

The official jobless rate at the end of 1995 was 2.9 per cent among urban workers, but in fact numbers out of work is almost certainly nearer 10 per cent nationwide, rising to 20 per cent in the industrialised north-east.

The State Statistical Bureau reported that at the end of March, 7.25m industrial workers were redundant. Western economists expect pressure will increase on the government to provide greater stimulus to the economy. They doubt interest rate cuts will be a sufficient spur, believing credit availability more important.

One economist said: "The economy presents contrasting pictures: the macro side is excellent, but the micro is terrible." China's leaders are almost certainly receiving the same message.

Shell in Philippine power offer

By Edward Luce in Manila

Royal Dutch Shell and Occidental Petroleum have offered to convert the Philippines' mothballed Bataan nuclear power plant into a 1,200 MW gas-fired station.

The offer, which can be matched by others under the country's build-operate-transfer (BOT) laws, did not specify details but is thought to be worth at least \$1.5bn. "Shell-Oxy's offer is unsolicited and will be matched with other proposals," said Mr Guido Delgado, president of the National Power Corporation (Napocor). "This has been discussed with Shell-Oxy group."

The bid, which would double the plant's capacity, would include the supply of gas from Shell-Oxy's natural gas field in Malampaya, western Philippines, which has reserves of about 12,000bn cubic metres. Shell executives say the Malampaya field could supply at least two other gas-fired power stations providing about 4,000 MW of power a year.

The Bataan nuclear plant, which was closed on completion in the early 1980s after it was discovered to be sited on an earthquake faultline, would take at least three years to convert.

The proposal, which is in tune with the government's strategy of eliminating dependence on imported fuel and shifting to indigenous resources, notably gas, comes 12 months after the government reached an out-of-court settlement with Westinghouse Electric, the original contractor.

Westinghouse, which had been accused of bribing officials to turn a blind eye to questions over the plant's safety, paid the Philippines \$100m in the settlement last year including the donation of two \$30m gas turbines for power generation. The turbines could be used in the converted plant.

Other interested bidders include Asea Brown Boveri, the Swedish-Swiss group,

Japan proposes environment trade-off

By William Dawkins in Tokyo and Guy de Jonquieres in London

Japan is to propose guidelines under which governments could be authorised by world trade rules to use import curbs to enforce multilateral environmental protection agreements (MEAs).

The proposal is an attempt, inspired by Japan's foreign ministry, to forge a compromise among World Trade Organisation members, who are deeply divided over how far WTO rules

should reflect environmental priorities.

However, the initiative, to be presented to the WTO's first ministerial meeting in Singapore in December, has so far been greeted unenthusiastically by both industrialised and developing countries.

Many industrialised economies, including the US and the European Union, argue that world trade rules should be required to underpin high environmental standards. However, most developing countries, and some industrialised ones, reject

such arguments as covert protectionism.

Japan proposes that countries which have signed MEAs - such as the Montreal protocol banning CFC gases - should be allowed to enforce them by imposing import restrictions, if there is clear scientific evidence of an environmental problem and an "international consensus" in the WTO, an official of Japan's Ministry of International Trade and Industry said. The guidelines would not be binding, he stressed.

A WTO committee is due

to report in Singapore on links between trade and environment, including trade provisions of MEAs. However, the committee's members are still far from agreement.

There are fears that differences on environmental policy, along with opposition to US and EU attempts to place trade and labour rights on the WTO agenda, could lead to a showdown at the ministerial meeting.

But Japan's initiative, far from resolving the split, has been criticised by both sides in the debate, though Brazil

has backed the idea, the official said.

Some industrialised countries think the compromise is so loaded with conditions that it offers inadequate protection against dumped imports from countries with less stringent environmental regulations.

The EU proposed this year that the WTO set up special procedures which would permit trade measures to be applied in support of MEAs provided that such measures were found not to involve arbitrary or unjustifiable discrimination.

British to cut Kazakh stake

WORLD TRADE NEWS DIGEST

British Gas is seeking to reduce its 42.5 per cent stake in the giant Karachaganak gas field project in Kazakhstan which may open the door for Mobil and Texaco to invest in the \$3bn production-sharing agreement, according to an oil industry newsletter.

ISU Energy reported that British Gas is looking to scale back its overseas operations because of intense competitive pressures in its domestic market but wished to retain a long-term commitment to Central Asia.

Both Texaco and Mobil are believed to have expressed their interest to the Kazakh ministry of oil and gas. Both US companies are already active in the former Soviet Union and are collaborating on a massive oil development project on Sakhalin Island in the Russian far east.

The other partners in the Karachaganak consortium are Agip, of Italy, which has a 42.5 per cent share and Russia's Gazprom with 15 per cent. But Gazprom has agreed to sell its stake to Lukoil, the giant Russian oil company, which has other interests in the region.

With 560bn cubic metres of natural gas reserves, the Karachaganak field is potentially one of the biggest gas development projects in the world but has been bogged by bureaucratic and political problems since its conception.

John Thornhill, Moscow

Anam plans \$1bn chip plant

Anam, the world's largest semiconductor assembler, is planning to build a \$1bn non-memory chip plant in South Korea through a financial agreement with Texas Instruments of the US.

The new plant, which will go into production next year, represents the expansion of Anam's semiconductor business from packaging into manufacturing.

Anam will produce digital signal processor chips that are used in camcorders, audio equipment and other multimedia products. Initial production will amount to 25,000 8-inch wafers a month, but Anam plans to invest an additional \$50m by 2002 to increase capacity.

Although Korea has emerged as one of the world's biggest producers of memory chips, it is still weak in the more lucrative and stable non-memory chip sector.

Anam's entry into the non-memory chip business is in response to the threat of stagnant profits, which reached \$23bn won (\$28m) last year, as demand for packaging of memory chips has weakened following a fall in the global price for the semiconductors.

John Burton, Seoul

Big rise in EU trade with US

European companies are the top investors in 41 American states, supporting 6m US jobs with \$34bn invested, a recent report states.

Trade figures for 1995 indicate that the US and Europe have the world's largest commercial relationship, with \$77bn in gross investment and \$41.2bn in two-way trade, nearly 50 per cent greater than trans-Pacific commerce, a study issued yesterday by the European-American Chamber of Commerce noted.

The 1995 figures indicate a significant rise from 1994, when gross investment was \$50bn and two-way trade stood at \$22.4bn. European investment in the US is largely focused on the manufacturing sector, accounting for 12.5 per cent of US jobs in this area, the report said.

Additionally, US manufacturing exports to Europe exceeded \$100bn in 1995 and are described in the report as "crucial to the economic well-being of states economies".

Ashlin Molavi, Washington

Poor state that wants to be a big wheel

Sally Bowen reports on Bolivia's hopes to become the continent's trade hub

By Sally Bowen in Bolivia

Bolivia has a cherished ambition - to turn itself from a small landlocked country into the energy and trade hub of South America. It may be a tall task but Wednesday's official signing at the Rio Group meeting in Cochabamba of the \$1.8bn Brazil-Bolivia pipeline agreement marked a big step towards that goal.

At the signing of contracts between Petrobras, the Brazilian state oil company, and YPF, its soon-to-be-privatised Bolivian counterpart, Bolivia's President Gonzalo Sanchez de Lozada proclaimed it "a moment of relief and happiness" in which "everyone is a winner".

Bolivia is not seeking closer ties with Brazil alone. By the end of this month it hopes to have agreed associate membership of Mercosur, the trade bloc grouping Brazil, Argentina, Uruguay and Paraguay.

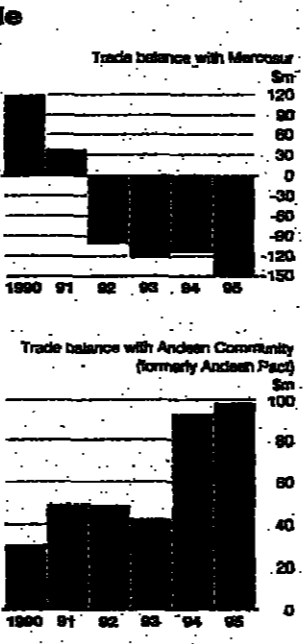
Bolivia runs a sizeable, and steadily increasing, trade deficit with Mercosur. Exports, especially to the first big two, have dwindled while imports have increased. Last year, Bolivia's trade account with Mercosur was almost \$150m in the red.

Trade between Bolivia and its traditional Andean Community (formerly the Andean Pact) partners, on the other hand, has picked

up over the past few years. Bolivia's overall surplus with the Community - comprising Peru, Ecuador, Colombia and Venezuela - more than doubled between 1993 and 1995. "Non-traditional" exports, largely soya and other agricultural products to Peru and Colombia, account for most of the increase.



Bolivia: a central role



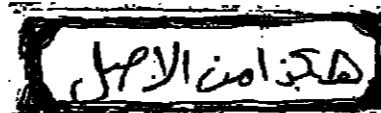
welcomed by the larger and far more developed Mercosur economies: the traditional links are in their better interests, they argue.

But Bolivia's policy-makers disagree. "The Andean Community is our present and maybe its importance will continue for the next five years," says Mr Victor Rico, secretary for international economic relations at the foreign ministry. "Mercosur is the future."

Mr Rico envisages Bolivia

as both a trail-blazer and a stepping stone. Bolivian labour costs are much lower than those in Brazil and Argentina. So too are energy costs, as Bolivia has gas. Trade analysts predict that, once the agreement with Mercosur is finalised, Brazilian and Argentine capital will be eager to enter Bolivia, where conditions for foreign investors are favourable. According to Mr Rico, Bolivia could carve a niche in manufacture of car parts for the new Toyota plant at Zarate, in Argentina, for example.

One Bolivian entrepreneur taking advantage of the strategic geographical position is Mr Juan Ortega, of Soft





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شركة الطيران

São Paulo's wheeze fails to clear the air Senior aides quit Dole's campaign

Pollution and congestion have returned after a month's experiment. Jonathan Wheatley reports

Getting about in São Paulo is once again a frustrating, unhealthy experience this week after a month of strangely uncongested roads and comparatively unpolluted air.

During August, private motorists in South America's biggest city were made to leave their cars at home for one working day a week, determined by the final digit of their licence plates, or face a fine of R\$100 (about US\$100). The aim was to help Paulistanos breathe more easily during what is often the most polluted month, when cold temperatures make polluting gases hug the ground.

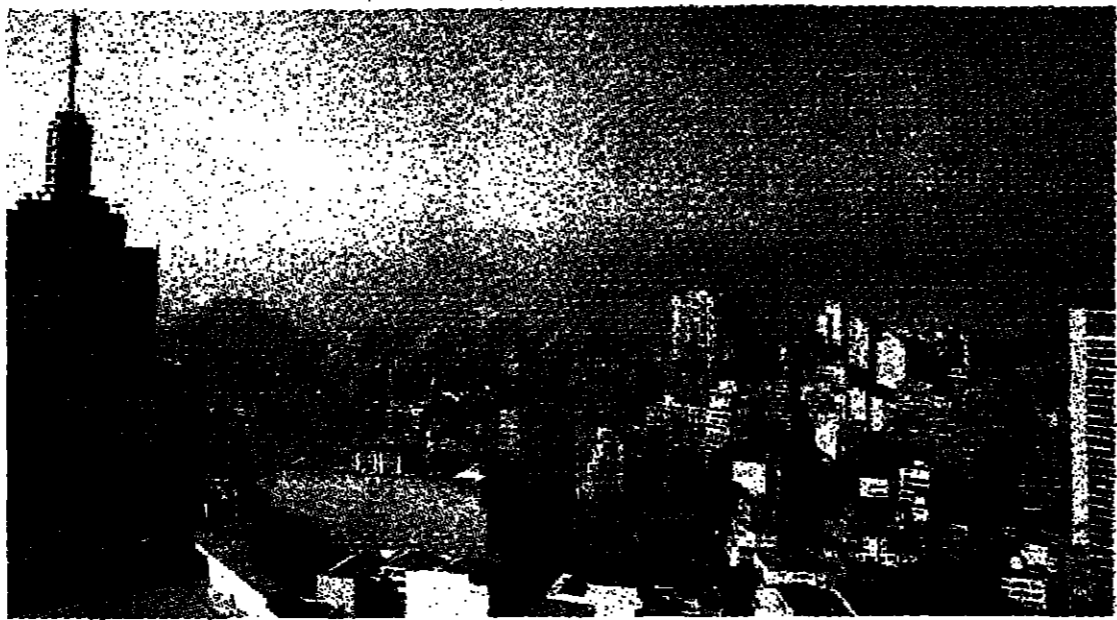
The scheme, known as the *rodizio*, was modelled on a one in Santiago, Chile, between April and September that has reduced pollution significantly. There, however, the restriction applies only on days when pollution peaks.

A full-time programme in Mexico City failed in part because drivers found ways round it, such as buying old and highly polluting vehicles for use when their main car was grounded. Two World Bank economists, Gunnar Eskeland and Tarhan Feyszioglu, found the one-day-a-week ban "counter-productive" and increased car use.

Organisers of the São Paulo scheme claim success. Cetesb, the state environment agency, says the scheme was respected by 85 per cent of motorists and pollution fell by an average 14 per cent in the month. But it also met criticism.

"This is eco-fascism," said Mr Fernando Pinheiro Pedro of the environment commission at the Brazilian lawyers' association, the OAB. The state government is using pyrotechnics as a cover for its incapacity to deal with the problem properly.

Objections were also raised by



São Paulo's polluted air: it gets worse in colder weather

Cetesb's employees. Technicians say the scheme cut vehicle emissions by much less than its organisers claim because many of the most polluting vehicles, such as diesel trucks and buses, were exempt. Ms Elisabeth Avelino, president of Cetesb's staff association, said the state should concentrate on other measures, such as ensuring that vehicles' engines are properly tuned.

There is no disagreement on the need to cut traffic emissions. Motor vehicles are responsible for more than 90 per cent of the estimated 3m tons of polluting gases and particles deposited into São Paulo's air every year. Studies by the faculty of medicine at São Paulo University show that deaths from respiratory sicknesses in the over-65 and

under-five age groups rise by 13 per cent in winter months, and that 36 per cent of deaths in under-fives are caused by these sicknesses.

Part of the problem is that, while São Paulo's fleet of 5m vehicles is growing by 250,000 a year, few old vehicles are replaced. The fleet's average age is 11.2 years; trucks are an average 14 years old. This means many engines are poorly tuned and belch black smoke.

One programme under preparation will make annual renewal of vehicle licences dependent on engine maintenance. Cetesb says this would cut vehicle emissions by 30 per cent. Critics say the programme has been sidelined because it is less immediate and much more expensive than the traffic scheme.

Other possibilities include converting buses and taxis to run on natural gas or ethanol, both much cleaner fuels than petrol or diesel. The state government is also studying ways of encouraging greater use of public transport.

One difficulty, said Mr Fabio Feldman, São Paulo state environment secretary, is that public transport is spurned by the middle classes, who see it as being "for the poor". Although the *rodizio* reduced car use by 20 per cent, it caused a much smaller move to public transport, rather than get on a bus, most car owners changed schedules, arranged a lift or used a second vehicle.

Natural gas and alcohol present their own problems. Reliable supplies of gas cannot at present be

guaranteed. Producing alcohol is itself a polluting process: sugar cane must be burnt before it is cut, to protect harvesters from razor-sharp foliage, a process that dumps tons of particles into the atmosphere. Converting to automatic harvesting machines would cost between 800,000 and 800,000 jobs in São Paulo state alone.

Mr Feldman says vehicle use could be cut overnight by taxing diesel. Car use has risen sharply since introduction of a new, stable currency in July 1994 cut the real price of road fuel. But, this and other nationwide policies are hard to implement, he says, because of lack of co-ordinated action between environment agencies at municipal, state and federal level.

Regulations covering emission standards for new vehicles, along with the use of alcohol as an additive to petrol, have succeeded in cutting vehicle emissions of carbon monoxide, for example, by almost 80 per cent since 1990; lead emissions have been cut almost to zero. But the reductions have failed to keep pace with the rising volume of vehicles in the city.

It was the volume of vehicles that was most noticeably affected by the *rodizio*. For a few weeks, São Paulo's constantly congested avenues were eerily free of jams. Since Monday, the congestion has returned with a vengeance.

But the scheme failed to make a big dent on pollution. Though Cetesb's own estimates show average pollution levels fell, they also show that on some days, the volume of some pollutants rose, particularly in the afternoon's first cold spell. Until longer-term solutions are found, it seems Paulistanos will continue to suffer from irritated eyes, aches, throats... and worse.

By Jurek Martin in Washington

Two experienced senior advisers yesterday resigned from Mr Bob Dole's presidential campaign team, in a further indication of the deep difficulties facing the candidate, who is running as much as 20 points behind President Bill Clinton.

Mr Don Sipple and Mr Mike Murphy, who had been in charge of media advertising, left rather than accept greater direction from Mr Scott Read, the campaign manager, according to Mr Dole's press secretary.

Mr Nelson Warfield said the parting of the ways was amicable and both had declined an offer to stay in more subordinate capacities.

"It was more of an organisational decision," he said. "They left the day that new political TV commercials they had produced began to be aired. One is an unusually long five-minute advertisement, a condensed version of the sentimental film about Mr Dole's life shown during last month's Republican convention."

Staff shake-ups are by no means unusual in a campaign. Last week Mr Clinton administration, and Mr John Dick Morris, the Washington trade lawyer, and Mr John Bueckley, the communications director, now more established in team before bringing in vet-

eran political operatives such as Mr Ken Kachigian, the 3d Reagan hand from California, as well as Mr Sipple earlier this year. But his deficit is now so large with barely 10 months to go before election day that it is hard to avoid the inference that the latest move smacks of desperation.

Mr Sipple and Mr Murphy are being replaced by three other well-known Republican media experts who, according to Mr Warfield, will be more closely integrated into the campaign structure.

Exactly what new punch they bring to Mr Dole's hope or whether they focus on Mr Clinton's presumed "character" problems remains to be seen. But at least the new team will be strapped for cash than their predecessors, following its candidate's acceptance of just \$2m in federal funds for his nomination became official last month.

Mr Dole has a kitchen cabinet of trusted advisers, including Mr Don Runstedt, former Republican cabinet secretary, Mr Robert Ellsworth, who has served in previous Republican administrations, and Mr

But day-to-day management is by Mr Read, former candidate Ronald Reagan's senior aide to Mr Dole's run-highly regarded campaign manager, before the New when he was housing secretary, and Mr John Bueckley, the communications director, now more established in team before bringing in vet-

Hollywood sees ticket sales tailing off at season's end

By Christopher Parkes in Los Angeles

The sun set early on Hollywood's box office summer this year, in spite of a whirlwind start with *Twister* and the record-breaking mid-season performance of *Independence Day*.

Ticket sales tailed off during the closing weeks of the peak cinema-going period while the Olympic Games were televised. Studios are unlikely to draw much comfort from estimates that

a new box office record of about \$2.2bn was set between May 10 and last weekend's Labor Day holiday - the official end to the season.

This figure, suggesting a 3 per cent rise in the gross take, will be compared against an increase of almost 10 per cent in the number of films released in the domestic market, and a 0.5 per cent slip in the number of tickets sold.

However, better news may be expected in the coming months as the film-makers add up the reve-

lues streams coming from foreign markets, video releases and sales of this summer's crop to television networks.

ABC, for example, part of the Walt Disney group, last month bought rights to 11 Warner Bros films in one of the biggest deals so far this year. Although the cost depends on the film's ultimate box office results, earlier TV agreements have broken new ground this year.

Rights to Paramount's *Mission: Impossible* and Warner Bros'

Twister, for example, are believed to have been sold to television.

The home video version of Fox's *Independence Day*, which grossed more than \$280m in its first nine weeks, goes on sale in mid-November in good time for holiday gift shoppers, and in competition with a powerful range of competitors.

Despite disappointments with its *Hunchback of Notre Dame*, which is falling far short of expectations heightened by *The Lion King* and *Aladdin*, Disney has held its lead in terms of summer market share.

With a 22 per cent slice of the market, its *Home Vista* distribution arm was almost 2 percentage points ahead of Warner Bros, according to *Daily Variety*, the industry newspaper. *Independence Day* boosted Fox - part of News Corporation - into third place with 17 per cent.

Among the also-rans, MCA's Universal found success with a remake of the Jerry Lewis hit *The Nutty Professor*. *Dragonheart* made a modest impact on family audiences, while *Flipper* flopped.

Congress starts last session before elections

By Jurek Martin

The US Congress returned to session this week mostly intent on disposing of routine budgetary business before allowing members to return home by the end of the month to start running hard for re-election.

The official adjournment date remains October 4 by the House Republican leadership. In particular, it is pressing for an earlier departure of September 27 or 28. The Senate, which moves to a more stately pace, could stay open for a few days longer.

Republican leaders in both chambers have no plans to help Mr Bob Dole, the party's presidential candidate, by trying to ram through his tax cuts which are a central part of his election platform.

Three Republican leaders may introduce his 1 per cent across-the-board reduction on the floor budgetary concede the gesture will be purely symbolic and will only be presented after consultation with the Democrats.

In fact, in midweek campaign appearances this week, Mr Dole has noticeably watered down the message he had been using in favour of lower taxes, previously presented as the key to a prosperous future and realigned economy. Wednesday in Iowa, he described his proposed \$550bn in cuts as "only a very small percentage" of a \$700bn economy.


Opinion polls - and the "listening to America" question-and-answer forums that have been a feature of his latest campaign round - have shown a public sceptical that deep tax reductions can be brought about without widening the federal deficit or slashing federal social programmes.

The principal order of congressional business is likely to be approval of the 13 departmental appropriations bills, only two of which are now in legislative form. Agreement on all the remainder is improbable and some "continuing resolutions" keeping the government temporarily funded are therefore likely.

The Republicans, struggling to retain control of both houses, want to avoid all at costs what proved for them a debacle last year the partial closure of the government because of the budget impasse.

The most controversial outstanding order of business is the bill curbing illegal immigration, still threatened by a presidential veto if provisions denying state education to the children of illegal aliens is retained.

So deep are the cross-party disagreements that the House has been unable so far to name its members of the joint conference committee with the Senate that must approve a final bill.



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The *Állami Privatizációs és Vagyonkezelő Részvénytársaság* (Hungarian Privatization and State Holding Company, hereinafter APV) is announcing a single-round public tender for the purchase of a share package with a nominal value of HUF 8,010,000,000, which represents 90% of the issued share capital of the *Recski Ércbányák Rt.* (3245 Recsk, Ércbányatelep), with the obligation to purchase the shares that are not purchased by the company's employees within the framework of a discount purchase scheme (a maximum of 10% of the company's shares).

Bidders must provide references to the effect that they possess adequate professional expertise in drift mining, ore dressing, and/or non-ferrous metallurgy. Bidders must also demonstrate the total nominal value of the business interests (shares, ownership interests) they have anywhere worldwide in this field on the thirtieth day prior to the submission of bids.

Bids include the following important elements.

- The purchase price is to be paid in cash in a single sum in USD or, in the case of natural persons or a consortium of natural persons who are considered residents in terms of the application of foreign currency regulations, in forints.
- Bidders are committed to their bids for ninety days after the submission date.
- When they submit their bids, bidders must deposit a bid guarantee in the form and amount specified in the regulations of the detailed tender announcement.
- Bidders must submit brief mine feasibility plans and employment policy plans.
- Bids must be submitted in Hungarian in five counterparts placed in an unmarked sealed envelope (see tender regulations for further details) at the following time and place.

Between 2:00 p.m. and 4:00 p.m. on 4 November 1996
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- Bids will be accepted in the presence of a notary public. In return, a receipt will be issued. Bidders must also sign the confidential tender announcement appended to the detailed tender announcement.
- The announcer retains the right to declare the tender announcement void from signing a contract with any of the bidders.

The detailed tender announcement contains the procedures for the data room and other information.

AMERICAN NEWS DIGEST

Thousands flee Hurricane Fran

With memories of Hurricane Hugo's devastation still fresh, thousands of residents and tourists in South Carolina fled inland yesterday to escape from Hurricane Fran. Fran was expected to hit the eastern US coast at Georgetown, South Carolina, about 80km north of Charleston, at midnight last night. A hurricane warning extends from north of Brunswick, Georgia, to the North Carolina-Virginia border. On Wednesday afternoon, Governor David Beasley called out the National Guard and ordered half a million people evacuated from the coast.

With winds approaching 210kph, the storm is as big as Hurricane Hugo in 1989 and has the potential to be as strong, according to the National Weather Service. Hugo caused about \$3m in damage and killed 35 people as it tore through the Caribbean and up the East Coast. Most of the damage was in South Carolina. AP, Charleston

Mexican ruling party denial

The Mexican government was embarrassed yesterday by the publication of photographs which appeared to link a hardline governor of the ruling Institutional Revolutionary party (PRI) to a belligerent new guerrilla group.

In the aftermath of that tragedy, Mr Clinton ordered Vice President Al Gore to chair the panel and agreed to report within 45 days on ways to increase security at the nation's airports and airlines. According to industry officials familiar with the panel's recommendations, the administration plan calls for:

- Putting advanced bomb-detection devices at more than 50 of the nation's busiest airports at a cost of about \$1m apiece.
- Spending \$100m, split between government and industry, for research and development of improving bomb detectors.
- Establishing a new computer profiling system aimed at identifying air travellers who might be suspected of terrorism. Under the passenger tracking system, airlines could identify travellers whose routes and travel patterns raise suspicion.

US to tighten airport security

The US government is putting together airport security measures including computer profiling of passengers, to help identify potential terrorists, and new advanced bomb-detection equipment, according to officials. The recommendations come from a panel created by President Bill Clinton after TWA flight 800 plunged into the Atlantic Ocean on July 25, killing all 230 people on board. Law enforcement officials suspect a bomb brought the jumbo jet down, although investigators have yet to pinpoint evidence that would conclude definitely it was an act of terrorism.

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Whitewater witness may face jail term

Prosecutors investigating the Whitewater affair have held Mrs Susan McDougal in contempt for refusing to tell a grand jury whether President Bill Clinton lied at her trial. AP reports from Little Rock. If Mrs McDougal, the president's former partner in the Whitewater property development, does not answer questions by Monday, she could be sent to jail for up to 18 months.

Mrs McDougal said a Whitewater prosecutor had asked her whether Mr Clinton knew anything about a fraudulent \$300,000 loan some of which went toward the purchase of land for the Whitewater venture. In a statement Mrs McDougal said she did not want to testify, because she could be charged with perjury if her truthful testimony was inconsistent with that of

other witnesses or conflicted with prosecutors' perception of the truth. Also, she argued, she should not be compelled to answer the questions of Whitewater prosecutors in a proceeding used even to her lawyers.

Mrs McDougal and her former husband, Jim, were partners with Mr Clinton in his wife in the Whitewater development project in 1978 until shortly before Mr Clinton was elected president in 1992. Mrs McDougal, along with former Governor Jim Guy Tucker, were convicted on May 28 on bank fraud and real estate charges. Mrs McDougal was sentenced to two years in prison in connection with a \$300,000 loan she received from Mr David Hall who once accused Mr Clinton of putting pressure on her to make the loan.

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FINANCIAL TIMES COMPANIES & MARKETS

Friday September 6 1996

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IN BRIEF

Elf Aquitaine advances 24%

Elf Aquitaine, the French oil, chemicals and drugs group, reported a slightly higher than expected 24 per cent advance in half-yearly income to FF3.56bn (\$700m), buoyed by high oil prices and increased oil and gas production. Page 17; Anglo-Saxon gloss on French oil results. Page 17

Farm International warns after slide
 Farm International, the food retailing arm of Singapore-listed Jardine Matheson, warned that its full-year profits would be lower than in 1995 as it unveiled a 61.2 per cent slump to US\$2.3m at the interim stage. Page 16

Goodman Fielder reports flat year
 Goodman Fielder, Australia's largest food company and the subject of numerous management changes in recent times, posted flat annual profits of A\$100.7m (US\$80m) but said it was confident of an "improved performance" in the current 12 months. Page 16

Carrefour jumps after PriceCostco sale
 Carrefour, the French retailing group, reported net first-half income more than doubled to FF2.1bn (\$410m) after taking into account the disposal of its PriceCostco discount chain. The group predicted a similar increase for the full year as it continued to expand internationally. Page 17

Seagram hit by MCA acquisition
 Seagram, the Canadian drinks and entertainment group, slipped to a US\$9m pre-tax loss during May and June, reflecting the effects of its \$5.7bn acquisition of the MCA entertainment group in 1995 and what it termed "significant investment spending" in music and entertainment. The latest two-month reporting period reflects a shift in Seagram's fiscal year-end, to the end of June from the end of January. Page 18

Magellan signals return to equities
 Fidelity Investments' Magellan fund, the largest and most closely watched mutual fund in the US, announced it had made a significant switch from bonds to equities during July. Page 18

Royal Sun to cut 30% of top staff
 Nearly a third of senior managers at Royal & Sun Alliance, the UK composite insurer, will have left by the time the recently merged group - formed out of the 26bn (\$9.4bn) link-up between Royal Insurance and Sun Alliance - completes the integration of its businesses. Page 19

Bangkok hits year's low on default talk
 Thailand's SET index dropped 2.6 per cent to a low for the year amid speculation over financial problems among a number of brokerage and finance groups. The Bangkok index lost 27.06 to 1,022.63, down from 1,415 in early February. Page 32

Companies in this issue

Abbey National	7	J.P. Morgan	16
Alstom	17	J.C. Bradford	16
Anam	4	Kanematsu	16
BAT Industries	3	Lufthansa	17
BCP	17	Merul	16
BK Vision	15	Mobil	4
BP	7	NetWest	7
Bank of China	15	National Grid	7
Barclays	7	Newbridge	18
Born	16	Occidental Petroleum	4
British Gas	4	Olivetti	17
CIBC	18	Pacific Concord	16
Campbell Soup	15	Padiac	3
Cap Gemini Societ	17	PanAmSat	18
Carrefour	17	Royal Bank Scotland	7
Ceris	17	Royal Bank of Canada	16
Crédit Lyonnais	15	Sand	4
Dairy Farm	16	Sarsted	3
Dixons	7	Sawwa Bank	16
Elf Aquitaine	17	Seagram	18
Entergy	7	Tag Heuer	17
Fidelity Magellan	18	Tesco	4
Gaylord Entertainment	15	Texas Instruments	4
Goodman Fielder	16	Total	17
Grand Metropolitan	15	Total Access	16
HSBC Midland	7	UBS	15
Holland Market	3	Valco	17
Hughes Electronics	7	Volkswagen	2
Huizenga Sports	18	Walt Disney	4
		William Cook	7

Market Statistics <http://www.ft.com>

Annual reports service	26.27	FT-SE Actuaries indices	28
Benchmark Govt bonds	20	Foreign exchange	29
Bond futures and options	20	GRs prices	29
Commodity prices	22	London stock service	23-25
Dividends announced, UK	21	Money markets	21
EMS currency rates	19	New 100 bond issues	20
European prices	20	Bourses	36.31
Fixed interest indices	20	Recent issues, UK	21
FTSE-100 World indices	22	Short-term interest rates	20
FT 500 index	28	US interest rates	20
FTSE-100 bond etc	20	World Stock Markets	29

Chief price changes yesterday

FTSE-100 (index)	27.20	Change	+ 0.38
100-yr bond	328.3	+ 0.2	
3m	375.5	+ 2.7	
6m	700	+ 25	
12m	1300	+ 10	
18m	1900	+ 10	
24m	2500	+ 10	
30m	3100	+ 10	
36m	3700	+ 10	
42m	4300	+ 10	
48m	4900	+ 10	
54m	5500	+ 10	
60m	6100	+ 10	
66m	6700	+ 10	
72m	7300	+ 10	
78m	7900	+ 10	
84m	8500	+ 10	
90m	9100	+ 10	
96m	9700	+ 10	
102m	10300	+ 10	
108m	10900	+ 10	
114m	11500	+ 10	
120m	12100	+ 10	
126m	12700	+ 10	
132m	13300	+ 10	
138m	13900	+ 10	
144m	14500	+ 10	
150m	15100	+ 10	
156m	15700	+ 10	
162m	16300	+ 10	
168m	16900	+ 10	
174m	17500	+ 10	
180m	18100	+ 10	
186m	18700	+ 10	
192m	19300	+ 10	
198m	19900	+ 10	
204m	20500	+ 10	
210m	21100	+ 10	
216m	21700	+ 10	
222m	22300	+ 10	
228m	22900	+ 10	
234m	23500	+ 10	
240m	24100	+ 10	
246m	24700	+ 10	
252m	25300	+ 10	
258m	25900	+ 10	
264m	26500	+ 10	
270m	27100	+ 10	
276m	27700	+ 10	
282m	28300	+ 10	
288m	28900	+ 10	
294m	29500	+ 10	
300m	30100	+ 10	

Court rules in favour of UBS

By William Hall in Vienna

Union Bank of Switzerland, after nearly two years of legal disputes with a dissident shareholder group, has finally won court approval to introduce a capital structure which will considerably increase its capital-raising flexibility.

The Zurich Commercial Court yesterday dismissed a legal challenge by Mr Martin Ebner, the Swiss financier and shareholder activist, to annul the decision of UBS's extraordinary general meeting of November 22 1994 which approved the introduction of a single class of bearer share for UBS shareholders.

Mr Ebner, whose BK Vision Investment Fund is UBS's biggest shareholder, has waged a long campaign against the management of Swissland, the biggest bank. He believes the bank's return on capital is too

low and that the management has not done enough to enhance shareholder value.

Mr Ebner and Mr Peter Hartner, a Swiss lawyer, have launched lawsuits against UBS and its management claiming, among other things, that UBS directors led by Mr Robert Studer, UBS chairman, had "willfully damaged the company". The court cases generated considerable adverse publicity for UBS.

While the latest decision covers only one of the three legal actions set in motion by Mr Ebner it is the most important since it has meant that while it was outstanding UBS could not introduce its share structure.

Mr Ebner has 30 days to decide whether to appeal on the latest decision. UBS said yesterday that it was extremely pleased with the court's decision and provided



Martin Ebner has 30 days to appeal latest decision

Crédit Lyonnais nears new rescue

By Andrew Jack in Paris

The French government is close to agreeing a new rescue plan for Crédit Lyonnais by which the troubled state-owned banking group is likely to be able to avoid most of the heavy costs imposed on it as part of its restructuring deal agreed last year.

Officials and bank executives are reaching the final stages in discussions about the probable cancellation of the FF145bn (\$29bn) loan which Crédit Lyonnais was forced to make at below market rates to help finance its restructuring after accumulating losses totalling FF21bn between 1992 and 1994.

Bank of China to open City of London operation

By Peter Montagnon, Asia Editor

Bank of China is to set up a merchant bank in the UK its first investment banking operation in the west and the first by any Chinese bank in the City of London.

An announcement by the bank in Beijing yesterday said it had appointed Mr Brian Woolley, a senior capital markets executive with Citibank since 1984, as managing director of the new operation. Mr Wang Xuebing, Bank of China's president, who has set his institution on a course of international expansion, will be chairman.

Gaylord chief makes hasty exit

By Christopher Parkes in Los Angeles



Gaylord's prized assets include Grand Ole Opry - home of country music broadcasting. The genre has blossomed recently with the aid of young stars such as Garth Brooks (above)

A top executive of Nashville-based Gaylord Entertainment has resigned unexpectedly. The move may resurrect speculation over the sale of the leading purveyor of country and western culture in the US.

Mr Richard Evans, chief operating officer, is leaving to run Huizenga Sports and Entertainment, a Florida sporting group controlled by Mr Wayne Huizenga, founder of the Blockbuster video rental chain now owned by Viacom.

with the company, and has said it wanted to add more cable and international capacity to its portfolio.

"CBS would be the totally logical buyer," one banker said, adding that the controlling shareholder, Mr Edward Gaylord, appeared to need no further persuading that a sale "made sense". Although his father was active in the company at the time of his death at 101, and the reclusive Mr Gaylord is only in his late seventies, the merger and acquisitions market has driven up values of entertainment companies.

Falling interest rates over the past year have increased costs for Crédit Lyonnais - which has a legacy of residual borrowings at high fixed rates - far more than officials anticipated when they negotiated a rescue plan in 1995.

Mr Jean Peyrelevede, who was appointed by the government as chairman of Crédit Lyonnais to sort out its difficulties in late 1993, had threatened to resign by today if the restructuring package was not modified.

However, his threat is believed to have been made in July, since when the ministry of economics and finance as well as the prime minister's office have shifted their attitude towards a realisation of the need to change the plan.

Campbell Soup restructures and buys German unit

By Richard Tomkins in New York

Campbell Soup, US maker of soups and sauces, yesterday announced a \$160m restructuring charge as a result of a series of measures aimed at repositioning itself as one of the world's fastest growing food companies.

It also announced the acquisition of Erasco, Germany's biggest soup company, for \$210m in cash; stock repurchases totalling \$2.5bn; the disposal of non-core businesses with annual sales of \$500m; and a venture to open Godiva chocolate stores in Japan.

Erasco, which Campbell Soup is buying from the UK's Grand Metropolitan, makes soups and stews under the Erasco, Gewiko, Joksich and Jurgen Langbein brand names. It has annual sales of about \$220m and employs 900 people.

Campbell Soup said Germany was the world's biggest soup market outside the US and Germans ate six times as much soup per person as Americans. The acquisition of Erasco, it said, would transform Campbell Soup into "a driving force in Europe".

GENESIS EMERGING MARKETS FUND LIMITED

PRELIMINARY RESULTS

for year to 30th June 1996

	1996	1995	Change
	US\$	US\$	%
Total net assets	459,321,682	374,346,955	+22.7%
Net asset value per Participating Share	17.03	15.27	+11.5%
Earnings per Participating Share	0.067	-	-

ADDING VALUE

A seventh year of solid progress. Net asset value up by 240.6% from inception (6 July 1989) compared to an increase of 52.6% for the Morgan Stanley Capital International World Index, and 32.7% for the IFC Emerging Markets Global Composite Index.

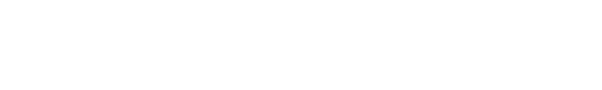
WITH LOW RISK

Extensive diversification, with 133 securities held in 39 countries, has demonstrated its value in unsecured markets, controlling fluctuations in asset value.

OUTLOOK

1996 has so far been a much better year than either 1994 or 1995. Directors believe stock markets of developing countries will continue over time to outperform mainstream stock markets, and that the Fund is well placed to benefit from improvement in political and economic conditions in much of the developing world.

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COMPANIES AND FINANCE: ASIA-PACIFIC

Jardine Matheson food arm downbeat

By Louise Lucas in Hong Kong
Dairy Farm International, the food-retailing arm of Singapore-listed Jardine Matheson, yesterday warned that its full-year profits would be lower than in 1995 as it unveiled a 61.2 per cent slump at the half-year stage.

year, profits attributable to ordinary shareholders fell 61.2 per cent to \$21.5m, compared with \$56m at the same stage last year. However, the interim dividend is being held at 1.65 cents, and the total full-year dividend of 6 cents will also be maintained.

this year. He expects Franklins to start making "respectable" profits in the next 18 months to two years. Contributing to the fall in profitability were weak performances in Taiwan and the UK, where Dairy Farm is a minority shareholder in discount chain Kwik Save.

wait for the outcome of that strategic review." Analysts have blamed Dairy Farm management for being slow to respond to changing market conditions, citing Franklins and its slowness in stocking fresh produce as an example. Mr Nelson said that Franklins' problems were exaggerated by the move towards Sunday shopping.

growth in the past six months and that management is now more focused on cost reduction and productivity improvement. Mr Matthew Haines, vice-president at Bear Stearns Asia, said that the company was squeezed both in mature markets such as Australia, where there was heavy price competition, and in emerging markets, where high margins are ruled out by international competition.

Goodman confident despite flat full year

By Nikki Tait in Sydney

Goodman Fielder, Australia's largest food company, yesterday posted another year of flat profits, but said that it was confident of an "improved performance" in the current 12 months. The company, which has seen numerous management changes recently, made a profit after tax, but before abnormal items, of A\$107.7m (US\$90m) in the twelve months to end-June.

This was only marginally up on last time's A\$97.3m. Sales overall rose 2.5 per cent to A\$3.99bn, while earnings per share - also before abnormal - rose 2.4 per cent to 8.4 cents.

But the group was again beset by heavy abnormal charges and write-offs, which totalled A\$96.5m before tax, compared with A\$162.8m charge last time. Goodman said that large items were an A\$25m write-down of poultry assets, a A\$14.6m charge on the rationalisation of Asian operations, and a A\$13.6m write-down at its gelatin plant.

As a result, after tax and abnormal, Goodman posted a profit of A\$28.5m, compared with the previous year's A\$53.8m loss. However, Mr David Hearn, who moved from Britain's United Biscuits to become chief executive a year ago, claimed that the result was a "solid performance in a very difficult environment".

In particular, he noted that the rise in wheat prices had added around A\$44m to Goodman's cost. He also noted that most of the businesses had shown signs of improvement towards the end of the financial year, that there were signs wheat prices had peaked, and that some of the heaviest discounting by Australian retailers might be ebbing.

"Wheat prices will be critical," he said of the current year, "but I'm confident we can make further gains". Mr Hearn added that abnormal charges would decline in size, although they would probably continue to feature.

The group's strongest gains were posted in the oils and food service business, which increased profits from A\$31.1m to A\$41.1m, and in the European Foods unit, which made A\$48.5m after A\$31m the previous year.

Milling and baking dipped from A\$67.5m to A\$61.1m under wheat-price pressures. Cereals and snacks were flat at A\$37.6m. Ingredients slipped from A\$32.2m to A\$27.7m, while poultry fell to A\$9.6m from \$15.4m.

NEWS DIGEST

Sanwa Bank in fraud accusation

Sanwa Bank, one of Japan's leading financial institutions, said yesterday it had been the victim of fraud by one of its branch managers who had embezzled about Y560m (\$5.05m) in depositors' funds. The bank's vice-president, Mr Junichiro Kojima, said it had dismissed the 45-year-old manager of one of its suburban Tokyo branches and had filed a breach of trust complaint against him with police.

The alleged fraud was discovered in April after a tip-off from a customer who became suspicious when he discovered his account had been tampered with. Mr Kojima said the bank had taken measures to prevent similar frauds from recurring.

The former manager, who is being investigated by police, is believed to have diverted the money towards loans for other customers, including suspected members of organised crime syndicates. In return, he is thought to have received guarantees for loans of up to Y100m. Gerard Baker, Tokyo

WMC improves to A\$386m Higher production from its nickel and copper operations and better nickel and alumina prices helped WMC, the Australian mining group, to boost after-tax profits by a fifth, to A\$386.2m (US\$306m) in the year to end-June. The result, calculated on an equity-accounted basis, compared with A\$320.8m the previous year. Earnings per share rose from 29 cents to 34.7 cents, and the full-year dividend goes up from 20 cents to 22 cents, after a final payout of 11 cents a share.

The improved result owed much to a 26.4 per cent surge in profit from the nickel operations, at A\$314.6m, with production and sales reaching record levels. A second strong contribution came from the copper-uranium business, where pre-tax profits rose from A\$102m to A\$123.1m. The alumina interests - a joint venture with Alcoa, in which WMC holds a 40 per cent interest - added A\$299.6m against A\$231.4m.

By contrast, the gold division saw its profits contribution decline from A\$94.8m to A\$83.6m, while the oil and gas business - which has since been put up for sale - made a static A\$14.2m. Nikki Tait, Melbourne

Pacific Concord spin-off plan Pacific Concord Holding, whose interests span property, manufacturing, wholesaling and telecoms, is the latest Hong Kong company to spin off one of its units in a separate listing. Subject to shareholder and regulatory approvals, the group aims to hive off its Hong Kong and China property division.

Concord Land will acquire a number of property development and investment assets now held by the parent and its chairman, Mr Wong Sai-chung, valued at HK\$7.7bn (US\$996m) at August 28. This will be followed by a subscription and share of sales in the new unit. Banking newcomer Wheelock NatWest Securities has been appointed global co-ordinator for the share offer and sponsor for the proposed listing. Louise Lucas, Hong Kong

Marui posts 13% interim rise Marui, the Japanese department store, saw a sharp rise in interim earnings, the result of the remodelling of existing stores and the launch of new outlets. For the six months to July, the retailer reported a 13.3 per cent rise in unconsolidated recurring profits to Y16.4bn (\$151m) while sales increased 2.7 per cent to Y241.3bn. After-tax profits rose 10.5 per cent to Y8.9bn.

Mr Taduo Aoi said profits were also helped by "post-setting efforts and interest income on loans to Marui credit cardholders. For the full year to January, Marui expects parent current profits to rise 14.6 per cent to Y31bn and a 2.9 per cent increase in sales to Y500bn. Emiko Terazono in Tokyo

Boral declines 30% in year Profits at Boral, the Australian building materials and energy group, slumped by 30 per cent to A\$205.7m (US\$163m) after tax in the year to end-June as the company felt the force of the national downturn in housing starts. The profit came on static sales of A\$5bn, and was boosted by a A\$16.6m pre-tax abnormal gain. Ahead of tax and abnormal, profits were down by a larger 43.9 per cent, at A\$248.6m. The second-half dividend has been cut from 10.5 cents a share, to 7.5 cents as a result. Nikki Tait, Sydney

Write-offs to put Kanematsu in Y20bn loss

By Emiko Terazono in Tokyo

Kanematsu, a Japanese trading house, has warned that it would fall into the red for the current business year owing to the liquidation of loss-making investments and unprofitable affiliates. It will pay no dividend for the first time in 12 years.

The company said it would post an unconsolidated net loss of Y20bn (\$184m) for the current business year to March instead of its projected Y2bn net profit owing to extraordinary losses of Y4bn.

Kanematsu has been trying to get rid of its "tokkin" investment trust funds and money trusts - into which almost every Japanese corporation placed its money during the asset "bubble" of the late 1980s.

Although many of the larger trading companies - with sufficient financial strength - have already written off investments made during the late 1980s, Kanematsu has only managed to do so gradually in small lots. Officials said it had liquidated part of its tokkin funds in 1993 and 1994, but had decided to write off the rest of its losses this year.

The corporation said it was also trying to rationalise its businesses and would liquidate about 10 affiliates, although specific companies had yet to be decided.

Kanematsu, which paid an annual dividend of 75 per share in the previous year, said part of the extraordinary losses would be covered by sales of stocks and real estate.

Its full year recurring profits and sales forecasts remain unchanged with parent recurring profits expected to rise 18 per cent to Y3bn, but sales falling 30.5 per cent to Y3,000bn because of the elimination of metals dealings. For the first half to September, the company will post non-consolidated net losses of about Y5bn instead of the forecast Y900m profit.

India poised to begin electronic share trading

By Mark Nicholson in New Delhi

The first paperless trading in Indian equities will begin late next month, although only a few companies have so far confirmed their willingness to begin the process of "dematerialising" their shares, according to Mr C.B. Bhava, managing director of the National Securities Depository, India's first and only registered depository.

Mr Bhava said he had urged 20 of India's biggest quoted groups to be among the first to allow settlements through the depository, and expects to start operating with 10 by the last week of October.

Eight widely-traded companies have already agreed to trade through the depository: Reliance, Bank of India, ACC, Larsen & Toubro, IDBI, ICICI, Siemens and HDFC.

He said 15 institutions, including banks, custodians and some of Bombay's bigger brokers, had also agreed to be "participants" in the depository, acting as the agents through which share certificates will gradually be dematerialised as data transfers replace physical share movements.

Replacement of India's antique and cumbersome system of paper-based share settlement with fully automated book-entry settlements has been seen as one of the market's most urgent and significant reforms since Indian equities were opened to foreign investors more than three years ago.

The cost and risk of India's imperfect system of physical share settlement and share registration has been among the greatest deterrents to many foreign investors, notably big US institutional groups, entering the Indian market.

The NSDL, a joint venture of the National Stock Exchange, India's newest exchange, UTI, the country's biggest mutual fund group, and IDBI, the biggest state-run term lending institution, has invested Rs600m (\$16.78m) in the depository, using adapted Sega software used in Swiss markets.

Indian law permits multiple share depositories, but the NSDL has stolen several months' lead on any putative rivals.

Mr Bhava said he expected institutional investors to swiftly embrace the depository and said the speed and convenience of trading through the depository could lead to pricing differentials between "depository" and "paper" stocks of the same company.

India's new stock exchange

The buyers would be getting guaranteed good deliveries and far fewer hassles than paper settlements, and they may be willing to pay a premium for that.

He said the NSE would be ready to offer parallel pricing of stocks should such premia occur.

Mr Bhava said it was likely to be five to six years before 50-60 per cent of turnover in the Indian market becomes paperless.

India has more than 7,000 listed companies on more than 20 stock exchanges.



The change has begun, but paper could last for some time

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The facility is divided into two tranches. The ECGD will guarantee 50 per cent of TAC's commercial risk and 100 per cent of Thailand's political risk for a group of 19 international banks providing \$68m.

The signing comes just two days after Moody's, the US credit-rating agency, downgraded Thailand's short-term debt rating amid fears that increased overseas borrowing by leading Thai banks and corporations could lead to a balance-of-payments crisis.

It is the first time that the export credit agencies have taken on Thai corporate risk in the politically volatile Thai telecommunications sector, where no masterplan for development or independent regulatory body exists.

Bankers said that, in spite of the Moody's downgrading, yesterday's facility, coupled with other recent successful overseas debt issues, shows that lenders continue to be interested in long-term Thai exposure and that borrowers will continue to look overseas for credit, especially given the high interest differential that exists between Thai and foreign lending rates.

Last month, Thai Farmers Bank, the country's third largest commercial bank, completed a \$300m subordinated Yankee bond issue with a 20-year maturity at a

Thai group in \$222m credit deal

By Ted Bardecke in Bangkok

Total Access Communications, Thailand's second-largest mobile phone operator, yesterday signed a \$222m long-term credit facility backed by the UK's Export Credit Guarantee Department (ECGD) and the Finnish Guarantee Board (FGB).

The facility, arranged by Chase Manhattan and Citicorp, is the largest financing package to be backed by export credit agencies for the telecommunications sector in Thailand, the lenders said.

Funds from the facility will be used to help finance the purchase by Total Access of cellular telephone

switching and other infrastructure equipment worth \$27m from Nokia of Finland and Motorola of the UK.

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Handwritten Arabic text at the bottom center: 'مكتبة العدل'

Elf Aquitaine ahead 24% mid-term

By David Owen in Paris

Elf Aquitaine, the French oil, chemicals and drugs group, yesterday reported a 24 per cent advance in half-yearly income, buoyed by high oil prices and increased oil and gas production.

The result was slightly better than forecasted at the company's annual meeting in June, but was less impressive than the 45 per cent profits advance announced earlier in the week by its rival Total.

This appeared to be reflected in the response of the market, with Elf shares closing in Paris down

FFr2.60 at FFr37.40.

Mr Philippe Jaffré, chairman and chief executive, said progress reflected the "good level of activity in exploration and production and our continued efforts to reduce costs throughout the group."

He said the "strong volatility" experienced in the first six months in the group's principal markets was likely to continue throughout the rest of the year.

Net income rose from FFr2.86bn to FFr3.55bn (€700m), with the result held back partly by a more than 50 per cent increase in the group's income tax expense.

Elf attributed this to the relative contribution of its exploration and production and chemicals divisions.

Exploration and production, whose contribution increased, is subject to a high tax rate. Chemicals, whose contribution fell, has a lower rate.

Earnings per share climbed 21.5 per cent, from FFr10.06 to FFr12.20. Revenues were ahead 4.7 per cent at FFr118.1bn, against FFr112.8bn.

At the operating level, income rose from FFr8.36bn to FFr10.38bn, with much the largest share generated by the exploration and production unit. Income from this division climbed 63 per cent from FFr4.45bn to FFr7.23bn.

Refining, marketing and trading returned to profit, making operating income of FFr330m, against a loss of FFr330m in 1995. The result was helped by a 29 per cent improvement in European refining margins.

According to Mr Jaffré, these margins have seen "dramatic variations from month to month in the first half of the year and this is unlikely to change in the second half."

Operating income from chemicals fell sharply from

FFr2.26bn to FFr1.97bn, with the basic chemicals business, especially plastics, affected by a fall in demand and prices from the levels seen in the first half of 1995.

Specialty chemicals, by contrast, played a stabilising role. Mr Jaffré said activity had stabilised after the strong downturn experienced at the end of last year.

Income from the health division edged ahead from FFr90m to FFr99m. Sales from the human health and bio-activities units were slightly up from a year ago but sales of perfume and beauty products fell from FFr1.64bn to FFr1.56bn.

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Olivetti may seek ally in PC markets

By Andrew Hill in Milan

Olivetti's personal computer subsidiary will not be closed down, its chief executive insisted yesterday, but the company could seek an alliance with competitors to strengthen its position in the difficult PC market.

The Olivetti group is aiming to reduce its exposure in the hardware sector and concentrate on its activities in telecommunications, multimedia and computer systems and services. The transformation may be accelerated following the unexpected resignation of Mr Carlo De Benedetti as group chairman on Tuesday.

Mr Bernhard Auer, chief executive of the PC subsidiary since July, tried yesterday to reassure the company's 1,740 employees that management reactions would not jeopardise their future.

He denied that the L2000m (\$152.10m) provision included in Olivetti's half-year results was meant to cover the closure of the PC business, which is edging back from heavy losses.

On Wednesday, Mr Francesco Caio, the new chief executive of the group, told analysts that Olivetti would assess the value of the PC subsidiary's brand name and market share before deciding how it would proceed.

Mr Auer, who has worked at Digital Equipment, IBM and Compaq, said that the most likely solution was an alliance. He refused to comment on whether negotiations had begun, but said that he favoured a deal which would leave the Olivetti PC brand intact.

"I personally would see the stand-alone possibility as the one which would be most successful," he said in a telephone interview.

The PC operation used to be part of the core business of Olivetti under Mr De Benedetti, who transformed the group from an ailing typewriter manufacturer at the end of the 1970s.

In the past few years, the business has struggled to emerge from losses. It was transformed into a wholly owned subsidiary at the beginning of this year.

Following restructuring by Mr Auer and Mr Corrado Passera, Mr Caio's predecessor, the subsidiary recorded an operating loss of L100m in the first half of this year, which Mr Caio said this week was a great improvement on "the disaster of 1995".

Unions still fear, however, that Mr Caio's promise to accelerate "the streamlining process" could lead to further job losses.

NEWS DIGEST

Ahold upbeat on year after rise

Ahold, the Netherlands-based food retailer, yesterday reported first half net profits up 17 per cent, from F122.1m to F129.7m (\$166m), and reiterated an earlier forecast of higher full-year results. The group, whose sales advanced from F115.3bn to F117.3bn, reported an increase in operating profit from F149.7m to F151.6m, and said its recent acquisition of the US retail group Stop & Shop would serve as a further stimulus to earnings growth.

The group raised F1.5bn on world equity markets in July to finance the deal. It said: "Goodwill write-off will initially have an acceptable negative impact on the equity ratio," but added that the acquisition was expected to "positively impact on further growth of earnings per share".

Ahold's per share net profit advanced from F1.08 for the first half of last year to F1.207 this year. Ahold said second-quarter profits were ahead 18 per cent to F1121.3m, in line with most analysts' expectations.

David Brown, Amsterdam

In-store banks for Portugal

Banco Comercial Português and Jerónimo Martins, Portugal's second-largest financial and retail distribution groups respectively, are to launch a new bank this year to sell financial services through in-store branches located in JM's supermarket and cash and carry outlets.

The bank, which will be owned in equal parts by the two groups, will operate under an existing banking licence for Banco Comercial de Macau, a small bank that BCP acquired when it took over Banco Português do Atlântico last year. The new bank is expected to show a positive turn on investment by early 1998.

Peter Wise, Lisbon

CGS confident of advance

Cap Gemini, the French software group, posted first-half net attributable profits of FFr136m (\$26.8m). Operating profits were FFr406m on turnover of FFr6.67bn, compared with FFr5.49bn. It said net attributable profit for the full-year 1996 should show a clear advance from the FFr52m made in 1995.

Excluding write-down of goodwill, first-half net attributable profits of FFr136m were 2.7 greater than a year ago. Taking into account the write-down of goodwill, the group posted a net attributable profit of FFr64m compared with a FFr19m loss last year. It said the second half should confirm the improving trend in operating margins in computing services and Gemini Consulting.

Reuter, Paris

Tag Heuer files prospectus

Tag Heuer, the Swiss luxury sports watch maker, yesterday filed the pathfinder prospectus for its international share offering, and book-building is due to start early next week. The price range is expected to be between SFr215 and SFr245 per share, valuing the company at SFr1.2bn to SFr1.5bn (\$950m-\$1,050m). The company is looking to raise more than SFr400m in ordinary stock and American Depositary Shares in Zurich and New York. Some SFr300m will be issued as primary shares and SFr120m will come from the sale of existing stock.

Salomon Brothers and SBC Warburg are acting as joint global co-ordinators of the flotation; Salomon Brothers International and SBC Warburg will be joint bookrunners for the international tranche and Salomon Brothers Inc. will act as bookrunner for the US tranche.

They plan to raise about 50 per cent of the funds in the US market, with the rest coming from an international placing. Pricing will take place on September 30. Recent months have seen well-received share offerings for several luxury-goods companies, including Gucci, Bulgari, Harvey Nichols and Sachs Fifth Avenue.

Corner Mittelmann

Anglo-Saxon gloss on French oil results

Mr Thierry Desmaré and Mr Philippe Jaffré appear very different on a personal level. The Total boss seems every inch an old-fashioned industrialist, much happier discussing refining margins than the twists and turns of international power politics. His counterpart at Elf Aquitaine comes across as more of an intellectual type in the best traditions of the elite of French administrators.

But as the heads of the two French oil giants gaze across the futuristic La Défense skyline, west of Paris, at one another's gleaming tower

blocks, there is at least one important subject on which they see eye to eye: the desirability of a return on equity for their respective groups of at least 10 per cent.

Mr Desmaré spoke this week of his ambitions in this area, saying Total "should be capable" of joining the ranks of international oil companies which regularly generate a return on equity of between 10 and 12 per cent "within three years".

The group's first-half performance, which featured a return on equity of 9.9 per cent, already puts it within striking distance. But this has been

achieved in a period of relative buoyancy for oil prices. At the company's reference price for Brent crude of \$16.4 a barrel, return on equity would have been 8.4 per cent.

At Elf, Mr Jaffré has set a similar objective: achieving "a double digit return on equity by 1998". He yesterday promised that final 1996 results should "establish a new stage in the progression towards this goal".

In 1995, the return on equity achieved by the company was 6.8 per cent. Although the group did not formally publish a return on equity figure with yesterday's half-year

results, it said the rate was "about 8 per cent".

The fact that the two men are focusing so clearly on this measure of corporate performance rather than, say, turnover growth, is an encouraging sign for overseas investors - even if the targets are not ultimately hit.

It is also another striking indication of how French business is becoming more attuned to the ways of the Anglo-Saxon investment world.

David Owen

Lufthansa risks hijack on way to McDonald's

Airline looks intent on cutting labour costs as tough wage talks start, says Wolfgang Münchau

It is rare for a chairman to discuss publicly the precise conditions under which his company could go bust. But Mr Jürgen Weber, chairman of Lufthansa, did precisely this in an interview this week, when he said that Lufthansa faced only two alternatives: either it went out of business or it persuaded trade unions to allow costs to be cut.

The comments partially reflect the hubris that is increasingly characteristic of German company chiefs as they come under pressure to perform. They are also astutely timed to coincide with the beginning - on Monday - of the next wage round.

This round promises to be exceptionally difficult because Lufthansa is seeking significant concessions on working conditions and pay, while the trade unions, under heavy pressure from a demoralised staff, have signalled "a hot autumn", which is shorthand for strikes.

For Lufthansa's financial performance, the outcome of these talks is crucial.

Lufthansa's verbal toughness comes at a time when the company is facing an unprecedented commercial squeeze. Competitors are closing in and cutting prices. British Airways has just cut prices on routes to the US; in Germany, Deutsche BA, a BA subsidiary, is challeng-

ing Lufthansa on a number of profitable routes, including some from Munich and Düsseldorf airports, two of the country's busiest.

Where Lufthansa has retained a domestic monopoly, as in Frankfurt, it is coming under pressure from the Federal Cartel Office, which this week launched an inquiry into the prices Lufthansa charges on its Frankfurt-Berlin route, which are 25 per cent higher than those on routes where Lufthansa faces domestic competition.

Prices have also declined elsewhere in Europe. Air France has emerged as a particularly fierce competitor to Lufthansa, which in turn has complained loudly that the French are using public subsidy to buy market share.

One of Lufthansa's problems is that only about half of its domestic seat capacity is used. This has prompted Mr Weber to suggest that the airline may use subcontractors for non-core routes on which Lufthansa is too expensive to compete.

The airline retains a number of formidable labour contracts from its state-owned days, which guarantee staff not only an above-average wage level but also working conditions that are far more generous than elsewhere in the industry.

Staff receive eight weeks' holiday - including bank holidays - and work on average fewer than 40 hours per

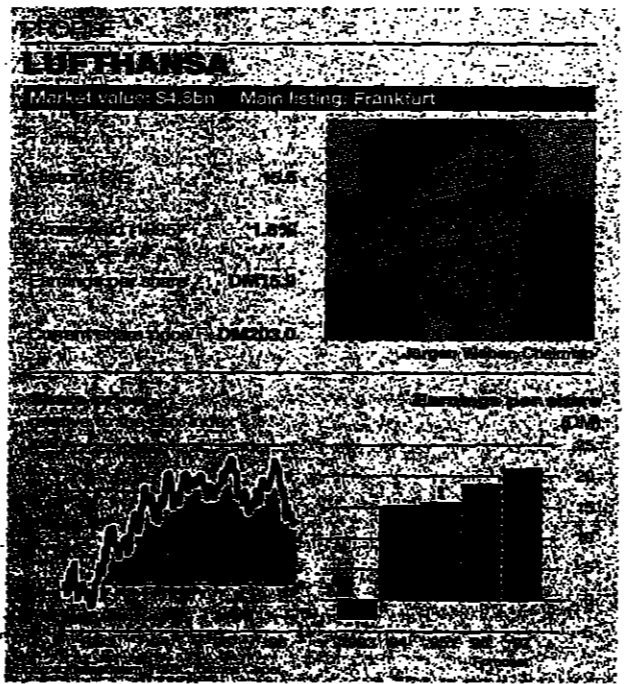
week. Mr Weber said in an interview with *Stemmagazine* that, "compared with British Airways, our main competitor, we have hourly labour costs of DM50 (\$34), while in England they pay DM20. There is no way that you can compensate this, however much higher [your] productivity."

One way to cut costs would be to use more and more subcontractors on a franchise basis, these would use the Lufthansa name, marketing and logistics. Using subcontractors is an airline's equivalent of closing a factory and shifting production to eastern Europe, Mr Weber said, the use of subcontractors could occur on a franchise basis, "just like McDonald's", a company, west. German labour unions tend to loathe because of its largely non-unionised nature.

From the point of view of the shareholder, Mr Weber's threats reflect both a willingness on the part of Lufthansa to act, but equally an admission of genuine difficulties ahead.

The rapid change in the commercial environment, and especially the fast fall in ticket prices, renders an airline's financial performance difficult to forecast.

First-half profits were down 37 per cent to DM119m (\$90m), although Mr Weber expects a reasonably good



financial performance this year, close to the DM4750m in profits from ordinary activities in 1995.

A trade union official said he was sceptical about Lufthansa's pessimistic long-run forecasts in the light of such a stable actual performance.

"At this company there is always a difference between actual data and projected data, and they don't often match. We will have to look at these data very carefully," he said.

Lufthansa is left with little choice but to adjust its cost base as a means to drive up profits. Competition has been intensifying and is likely to increase further after the almost total deregulation of EU commercial air traffic next year.

As the era of monopoly and oligopoly pricing nears an end, Lufthansa will gradually turn into a price taker. This is the background against which the company starts the crucial pay round with two of Germany's most powerful clerical unions, DAG, the white collar union, and OTV, the public sector union, whose very presence at Lufthansa itself is a reminder of the company's past.

If Lufthansa fails to make significant progress at the talks, the much celebrated financial turnaround last year will look increasingly fragile.

Valeo advances 4.3% halfway

By David Owen

Valeo, the French automotive component maker, yesterday reported a 4.3 per cent advance in first-half net profits to FFr656m (\$129.38m).

The scale of the increase was substantially lessened by the inclusion in first-half 1995 figures of a FFr180m capital gain arising from a deal with Germany's Siemens. Excluding this gain, the half-yearly figure rose an impressive 31 per cent.

The announcement came a day after Mr Francis Borotra, the French industry minister, triggered renewed speculation of an imminent sale of the Cerus shares by suggesting a French offer for the stake would be made by the end of September.

Cerus shares climbed strongly yesterday on expectation of a deal, closing in Paris at FFr109.80 - a gain of FFr11.30 or 11.5 per cent. Valeo shares also rose a more subdued FFr4.50, or 1.7 per cent, to FFr262.50.

Mr Noël Goutard, Valeo chairman, seemed reluctant to comment on the speculation. He said he had not contacted Mr Borotra after his comments. "We are not hyper-reactive," he said.

The latest speculation also comes in a week in which Mr De Benedetti resigned as chairman of Olivetti, the Italian electronics group, following a surprise emergency board meeting. The Italian industrialist had run the group since 1978.

Mr Goutard said that while the second half had started well for Valeo, there could be a marked "final quarter slowdown" in its home market of France if a government incentive scheme for new car buyers ended on schedule on September 30.

There has been mounting speculation in recent weeks that the government, which is increasingly desperate to stimulate France's weak economy, might extend the scheme.

New car registrations in August were nearly 30 per cent ahead of year-ago levels, with more than 30 per cent of orders said to have been linked to the scheme.

"There is a question-mark over the final quarter," Mr Goutard said. "We are preparing [for a slowdown] without being certain it will happen."

The group's first-half turnover increased nearly 16 per cent from FFr13.02bn to FFr15.06bn, with international sales performing particularly strongly.

Carrefour ahead sharply on sale

By Andrew Jack in Paris

Carrefour, the French retailing group, yesterday revealed net first-half income more than doubled at FFr2.1bn (\$410m) after including the disposal of its PriceCostco discount chain.

Net income excluding exceptional items rose 20 per cent to FFr1.2bn for the first half on sales up 7 per cent to FFr72.5bn. The group predicted it would report a similar increase for the full year as it continued its programme of international expansion.

Carrefour reported an exceptional gain of FFr936m, which was largely due to the sale of PriceCostco. This compared with an exceptional loss in the first half last year of FFr84m.

Mr Daniel Bernard, chairman, said that "the general economic climate, the growth in the unemployment rate and the numerous tax reductions have not increased consumption."

In France, Carrefour has been restricted along with its competitors from opening new stores after a freeze on retail centres, introduced by the government in the past few months.

In addition, Mr Bernard said that the "mad cow" crisis had helped depress domestic sales during the

second quarter of this year.

However, the group had continued an ambitious programme of foreign expansion. "Our market is the world, and our international know-how allows us to open shops in many countries at the same time," he said.

During the first six months of the year, it opened nine new stores, including two each in Argentina, Brazil and Mexico; one in Malaysia, one in Thailand and one in Spain. That brought its total to 254 around the world, of which just 117 are in France and another 59 elsewhere in Europe.

Carrefour said that it intended to open about 80 stores during 1996, including 15-16 in South and Central America, 8-10 in Asia and five in Europe - with an additional four in Spain and one in Italy.

In 1997, it had earmarked Poland, Indonesia and Singapore as new countries for expansion.

During the first half, the group's commercial margin increased 18 per cent to FFr13.96bn. General costs were up 11 per cent to FFr10.9bn. Provisions and depreciation increased 15 per cent to FFr2bn, and other charges by 27 per cent to FFr286m.

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August 1996

COMPANIES AND FINANCE: THE AMERICAS

Seagram hit by MCA acquisition costs

By Richard Waters in New York

Seagram, the Canadian drinks and entertainment group, slipped to a \$9m pre-tax loss during May and June, reflecting the effects of its acquisition of MCA in 1995 and what it termed "significant investment spending" in music and entertainment.

The high price of the MCA deal, and Seagram's attempts to make its purchase pay off, have left its

stock in the doldrums over the past year. The shares gained 4% in morning trading in New York yesterday, to \$30.75, but remain about 10 per cent below their level of a year ago.

The latest two-month reporting period reflects a shift in Seagram's fiscal year-end, to the end of January. Comparisons with 1995 are also complicated by the acquisition of MCA in June 1995 and the Dole fruit juices business in May 1996.

The company recorded operating cash flow of \$214m on revenues of \$1.65bn in the two-month period, compared with cash flow of \$168m on revenues of \$1.4bn in the comparable period in 1995.

The interest and depreciation charges stemming from the \$5.7bn purchase of MCA, however, helped to turn the \$102m pre-tax profit from the year before to a loss this time around.

On a comparable basis, Seagram said MCA's operating cash flow had fallen 19

per cent from the previous year, to \$88m. That reflected investment in new music artists and record labels, as well as marketing spending to promote new attractions at the Universal Studios theme parks, Mr Edgar Bronfman, chairman, said.

Seagram's wine and spirits business, on the other hand, succeeded in stemming its earnings decline of recent quarters, recording a \$1m increase in cash flow, to \$102m. Cash generated by

the fruit juices business rose \$3m to \$24m.

A successful appeal against an earlier ruling in a tax dispute with the Internal Revenue Service resulted in a \$55m tax credit for the latest period. This enabled Seagram to record an after-tax profit for the two-month period. Net income, after minority interests, came to \$62m, or 17 cents a share. For the comparable period in 1995, the company made after-tax profits of \$58m, or 16 cents a share.

Magellan signals switch back to equities

By John Authers in New York

Fidelity Magellan, the largest and most closely watched mutual fund in the US, yesterday announced it had made a significant switch from bonds to equities in July.

Lower than by Mr Robert Stansky, who took over as manager on the resignation of Mr Jeffrey Vinik in May, confirmed he was moving Magellan away from its heavy shift into bonds at the end of last year. This was regarded by the markets as an unsuccessful bet that equity prices would fall.

Industry estimates also released yesterday suggest Magellan suffered net cash outflows, caused by investors redeeming their holdings. Of \$680m during August - about 1 per cent of the fund's \$51.9bn asset value.

Outflows were much lower than in July, when net redemptions were \$960m, suggesting the fund is regaining investor confidence following the fall-out of Mr Vinik's departure.

However, the figures, posted on Fidelity's World Wide Web site, showed that Mr Stansky was taking a gradualist approach to restructuring the portfolio. The total weighting in US government bonds was cut from 18.1 per cent to 15.6 per cent, having reached 19.4 per cent under Mr Vinik. A year earlier, less than 1 per cent of the fund was in bonds.

Most of this money went into technology stocks, whose weighting was increased from 3.6 to 5.5 per cent. High-technology companies had been one of the main motors of the fund's growth under Mr Vinik.

Mr Stansky also marginally increased the fund's weighting in energy stocks, which Mr Vinik had doubled in his last three months as manager.

Takeover speculation yesterday surrounded Keystone Investments, another Boston-based mutual fund management group, which has \$1.6bn in assets under management. First Union, the North Carolina-based bank, refused to confirm reports it was in talks to acquire the company.

NEWS DIGEST

Hughes in talks on buying PanAmSat

Hughes Electronics, which controls the world's largest fleet of private communications satellites, is negotiating to buy PanAmSat which operates four satellites covering almost 100 countries. Although the companies refused to comment, the Californian concern - a General Motors subsidiary - has made no secret of its ambitions to acquire more capacity.

Its Galaxy network of satellites covers the whole of the US, while DirecTV, a separate operation, is the country's leading provider of direct-to-home broadcasting. Meanwhile, its satellite-holding operations have a 60 per cent share of the global market. The opportunity to buy PanAmSat arose late last year following the death of its founder Mr Rene Anselmo and an announcement in April that Mexico's Televisa group wanted to cash in its 40.5 per cent stake.

According to media reports, Hughes has offered a stock and cash deal valuing the target at almost \$30n. The proposed price is less than the \$40n-plus valuation of some analysts, and may reflect heavy capital gain tax burdens faced by Televisa.

Negotiations could also be complicated by a history of strife between the charismatic Mr Anselmo and Hughes executives. After one row late in his life, Mr Anselmo refused to buy any more satellites from Hughes, and switched to Loral. Mr Anselmo's heirs also control 40.5 per cent of the stock, but they have the right to elect three PanAmSat directors compared with Televisa's two, and ultimately control the company's fate.

Christopher Parkes, Los Angeles

US accountancy firms ahead

The top 100 US accountancy firms saw revenue grow by 12.9 per cent during the last year, according to the annual survey by Public Accounting Report, the profession newsletter. The figures are the best in recent years and match a similar upturn in the UK.

Strong growth in 1996 compares with a 9.7 per cent increase in 1995, 4.9 per cent in 1994, and 3.9 per cent in 1993. The Big Six firms led with a 13.4 per cent rise, according to the survey, which is based on the latest fiscal year results. However, many second-tier firms performed as well - 45 of the top 100 recorded double-digit growth. Growth among the smallest firms - those with revenues of less than \$10m - was the weakest, at 8.1 per cent.

Another growth indicator for the top 100 was a 10 per cent rise in average net revenue per partner, to \$152m. The dominance of the Big Six firms was maintained, with combined growth in revenues of the top two - Andersen Worldwide and Ernst & Young - reaching \$74m, which accounts for 47 per cent of the growth figure for the entire top 100. While the general pick-up in the US economy has helped lift revenues, mergers and the exploitation of niche markets has helped smaller firms.

Jim Kelly, Accountancy Correspondent

Newbridge in wireless cable

Newbridge, the Canadian network equipment maker, is entering the wireless cable sector by buying a minority interest in a smaller Canadian specialised equipment firm. Newbridge said the deal was worth \$60m-\$80m (US\$21.8m-\$36.5m), but it would not identify the firm. "It's a leader in technology to help break the logjam of voice, video and Internet traffic facing the big telecommunications carriers," Newbridge said.

It is also looking at another company with technology allowing two-way video conferencing on the Internet. Newbridge recently bought OST, a specialised equipment maker in France, to bolster its European operations. It has also signed a volume purchasing pact with Matsushita to supply LAN and other network products to Japan.

Robert Gibbons, Montreal

Markets trading buoys Canadian banks

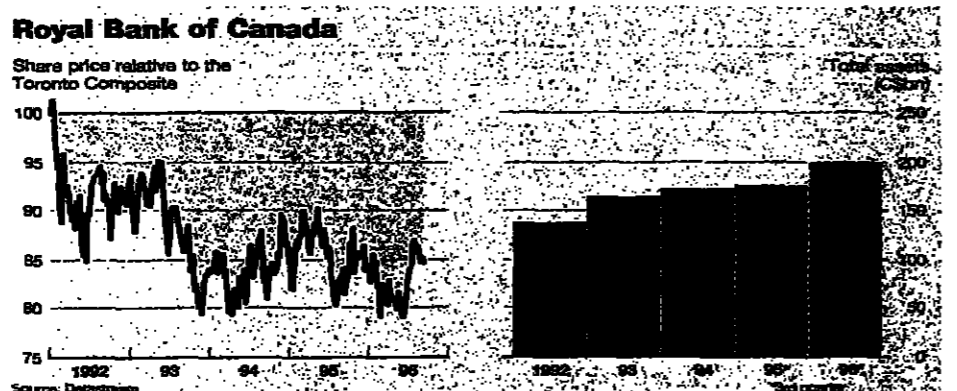
By Bernard Simon in Toronto

Buoyant capital markets and lower loan losses helped Royal Bank of Canada and Canadian Imperial Bank of Commerce, the country's two biggest financial institutions, post unexpectedly strong third-quarter earnings.

Royal's net earnings climbed 12 per cent to C\$358m (US\$261.3), or C\$1.02 a share. In the three months to July 31, from C\$315m, or 88 cents, a year earlier.

CIBC enjoyed a 24 per cent increase to C\$336m, or C\$1.50 a share, from C\$270m, or C\$1.13.

The advances, which exceeded most analysts' estimates, followed the pattern set by Canada's other domestic banks which have reported over the past 10 days. While the banks' business is expected to remain buoyant for the foreseeable future, analysts say the rate of increase in profits will slow markedly in the 1997 fiscal year.



Royal Bank of Canada

Share price relative to the Toronto Composite

Source: Dataquest

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starting on November 1. Mr Kevin Choquette, analyst at Levesque Beaubien in Toronto, said year-on-year earnings may drop in some quarters. Banks' share prices are slightly below the peaks reached earlier this summer.

The banks' ability to sustain the recent advances in underwriting, trading and other investment banking activities is limited. They have also benefited from an unusually steep yield curve, with a wide

spread between short-term deposit rates and long-term lending returns. Royal boosted return on equity to 17.3 per cent from 16.4 per cent. But return on assets was slightly lower.

Assets grew 14 per cent to C\$201.1bn on July 31, largely because of a 43 per cent jump in residential mortgage lending.

Loan loss provisions fell C\$30m to C\$100m. Earnings were also helped by pre-tax proceeds of C\$16m from the

sale of emerging market bonds.

The non-performing loan portfolio shrank 15 per cent from the previous quarter, to C\$585m on July 31.

Royal has indicated for some time that it is keen to expand in the US, but has been discouraged by high asking prices. It announced a deal last week to acquire Richardson Greenshields, a Canadian securities firm, for C\$480m.

CIBC said its ambitious

and costly moves in recent years into global derivatives and high-yield debt markets had begun contributing to bottom-line earnings.

The bank's return on equity rose to 15.6 per cent from 13.7 per cent. Assets rose 17 per cent to C\$190.4bn. Provisions for loan losses fell to C\$120m from C\$170m. The non-performing loan portfolio fell to C\$966m on July 31, its lowest level in seven years, from C\$1,077m three months earlier.

Canadian banks' strong performance in recent years has come at the price of criticism of "excessive" profits and over-restrictive lending policies. Four of the banks are expected to post fiscal 1996 earnings of more than C\$1bn each.

They have been at pains in latest quarterly statements to defuse the criticism by spelling out their sizeable tax provisions and support of small business customers. Several banks have also appointed ombudsmen in the past year in an effort to improve their public image.

JP Morgan looks to raise LA star profile

By Christopher Parkes in Los Angeles

J.P. Morgan, the New York-based investment bank which advised MGM management on its recent buy-out of the film and television group, is reinforcing its position in the Los Angeles entertainment sector.

Ms Tracy Hampton, who helped engineer the \$1.3bn deal linking the studio's management with veteran financier Mr Kirk Kerkorian and Australia's Seven television network, is to move from the firm's Chicago office to Los Angeles.

Ms Hampton's transfer, which was announced amid reports that

J.P. Morgan is close to buying a vast landmark office and entertainment complex in Century City, marks another stage in the bank's efforts to gain influence in the volatile west coast show business market.

Her main role will be to develop new business in entertainment, media and multimedia, as well as the retailing and recreation sectors.

The move marks a return to entertainment for Ms Hampton, who spent her first seven years with the bank covering the industry in New York. She later moved to Chicago as a generalist.

J.P. Morgan's investment banking team in Los Angeles, which will grow to five with her arrival, is also

active in the high-technology, health care and aerospace sectors.

The bank's relative lack of experience among the region's entertainment companies left it last year with only a 12 per cent share of US media and communications industry loans, compared with Chase Manhattan's 30 per cent, according to industry observers.

Apart from the MGM deal, its only other notable recent roles have been as adviser to Westinghouse on media acquisitions, including that of the CBS television network.

In spite of continued sniping over J.P. Morgan's part in scooping MGM from under the noses of News Corporation and Netherlands-based Poly-

gram, Ms Hampton said the bank's closely-watched syndication of a \$900m loan to finance the deal was proceeding on schedule. She said the buy-out was expected to close on time, on October 1.

Meanwhile, J.P. Morgan affiliates have also been busy in the Los Angeles property market, last year advising investors on the purchase of two well-placed office blocks in Beverly Hills and Santa Monica.</

THE MORGAN GRENFELL AFFAIR

The crisis at Morgan Grenfell stemmed from an unshakeable belief by fund manager Peter Young in a strategy based on the performance of high-tech stocks.

His single-mindedness led to a web of holding companies registered in Luxembourg and an alarming increase in risky investments. FT reporters investigate



'Astounded and angry': Deutsche Bank management board members Michael Dobson (left) and Rolf Breuer say they will leave no stone unturned in their quest to discover the cause of the debacle

THE MORGAN GRENFELL GROUP - By John Gapper

Deutsche Bank learns a lesson in discipline

Asked what the lessons from the debacle at Morgan Grenfell Asset Management are, Mr Rolf Breuer replies with a single German word: Disziplin.

unwelcome and unprecedented," is Mr Dobson's summary. Mr Dobson will not pass judgment on whether members of the senior management of MGAM will eventually be forced to resign.

while institutional fund management comes under DMG in London. Mr Breuer says the management board has already discussed a switch "and will continue to do so, not least in the light of what has happened".

Complex tangle hid truth

Morgan Grenfell's humiliation arises from a tangle of shell companies registered in Luxembourg, Swiss law firms and obscure stockbrokers.

In order to keep these promising but fragile companies afloat, he continued to inject funds and build up his stakes. But then, in 1996, he began to bump against a City regulation which limits a fund's holdings to 10 per cent of any company.

ing companies, which in turn own most of Fiba Nordic. Fiba, as well as selling shares to MGAM, is responsible for some of the valuations of unlisted securities which, having boosted the performance of European Growth, are now being questioned.

system for casting car engine blocks. Although the company had no significant sales, European Growth built up a stake which gave it 9.97 per cent of the voting shares of SinterCast by November 1995.

unlisted holdings, he created more unlisted companies and shuffled around his holdings, according to Morgan Grenfell. He transferred shares to these new holding companies at a discount, which created the impression that the holdings were falling in value.

Ironically, all the pressure on this fund manager came from himself. He had a good track record and made a lot of money for investors. He put a lot of pressure on himself to continue that performance.

Michael Dobson, chief executive, Deutsche Morgan Grenfell

TRADING RESUMES

Anxious investors sold an estimated £100m of units yesterday as Morgan Grenfell's three European unit trusts weathered their first day of trading since dealings were suspended on Monday.

European Growth fund, managed until last week by Mr Peter Young. It experienced 268.5m of redemptions as its bid price fell 3.7 per cent to 577.1p. Redemptions for the £137m Europa Trust, whose manager, Mr Stewart Armer, was suspended yesterday, amounted to £5.55m.

Royal Sun to axe 30% of top managers

Nearly a third of senior managers at Royal & Sun Alliance, the composite insurer, will have left by the time the recently merged group completes integrating its businesses.

Arjo slides to £32m

Falling pulp and paper prices and weak demand took their toll on Arjo Wiggins Appleton, the Anglo-French paper group, which announced a sharp drop in interim pre-tax profits from £135.3m to just £32.3m.

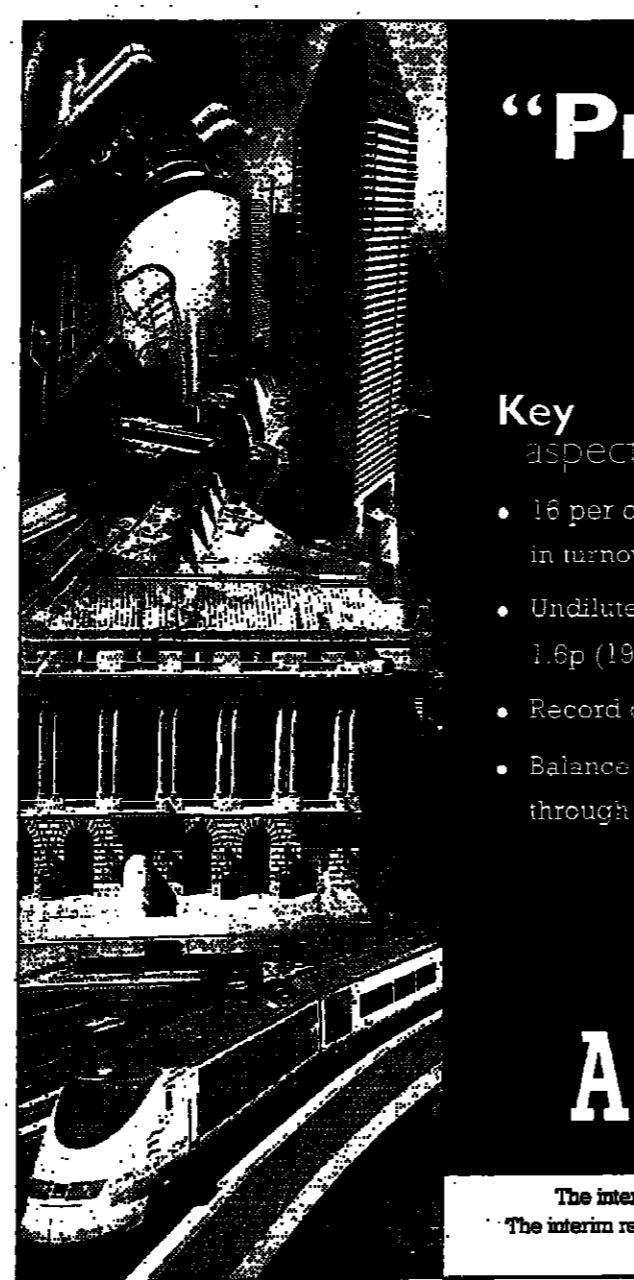
Simon to sell largest division

Simon Engineering, the storage, process engineering and mobile platform group, yesterday put its largest division up for sale to cut its "crippling" £82.7m debt.

would enable Simon to cut gearing from more than 100 per cent to about 30 per cent and repay £75m (£48m) owed to US loan-note holders.

strong interest in Access, the mainly US-based maker of firefighting vehicles and mobile cranes, and said the group would make a profit on the disposal.

Simon yesterday brought forward publication of interim pre-tax profits which rose from £2.4m to £2.7m on increased sales of £165.8m, against £147.3m, in the six months to June 30.



"Pre-tax profits doubled"

- Key aspects: 16 per cent increase in turnover; Undiluted earnings per share 1.6p (1995 loss 0.3p); Record order book; Balance sheet strengthened through BPMS disposal

Table with financial data: Turnover (1,317.2), Profit before taxation (12.1), Profit after taxation (9.1), Undiluted earnings (loss) per ordinary share (1.6p), Dividends per ordinary share (1.5p).



The interim dividend of 1.5p per share will be paid on 2 January 1997 to ordinary shareholders on the register on 28 October 1996.

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INTERNATIONAL CAPITAL MARKETS

Successful auction supports France

By Samer Iskander in London and Lisa Branstetter in New York

European bonds had a positive session as the bond market shrugged off data showing higher than expected economic growth in the second quarter. In the US, the yield curve steepened slightly as traders' fears of a rate hike by the Fed receded.

A successful OAT auction and reassuring comments by government officials on France's chances of meeting the criteria imposed by European monetary union provided strong support for the French bond market. Matif's September notional future settled at 123.48, up 0.22, while the Fibor contract rose by 0.11 to 96.00.

The foreign exchange market to prop up the franc after it fell through the psychological important level of FF9.43 against the D-Mark. The Fibor's rise shows that traders are coming to expect the central bank will not be forced to raise interest rates to defend the franc. The market also believes that the Bundesbank is ready to intervene, said one trader.

The Treasury auctioned FF17.63bn of OATs, with bids covering 4.7 times the amount. Mr Julian Jessop, European economist at Nikko in London, attributed yesterday's bullish mood to the success of the auction. However, he warned that the French market could still see some turbulence later this month, when details of the 1997 budget are announced.

savings, such as a reform in the welfare system," he said. "Vague promises [of spending cuts] will not be enough." Mr Jessop also believes the real test for France will come when the government finally admits that its forecasts of GDP growth are too optimistic.

GOVERNMENT BONDS

"They [government officials] will have to face the fact that growth is not around the corner," he said.

Italian bonds closed higher, outperforming Germany. Life's December BTP future settled at 115.42, up 0.71, while in the cash market the 10-year yield spread of BTP's over bunds narrowed by 3 basis points to

314 points. The headline figure for consumer price inflation was confirmed at 3.4 per cent for August, which revived hopes of rate cuts by the Bank of Italy.

A lower than expected figure on last week's claims for unemployment benefits led to an early drop on the US Treasury market, but by late morning prices had stabilised, with only modest losses as investors prepared for today's release of August employment figures.

Near midday the benchmark 30-year Treasury was down 1/8 at 95 1/8 to yield 7.117 per cent. The two-year note was 1/8 lower at 98 1/8, yielding 6.363 per cent and the December 30-year bond future was off 1/8 at 106 1/8. For the first time in several sessions, the yield curve steepened early yesterday on

speculation that the Federal Reserve might not be as quick to raise short-term interest rates as some on Wall Street believe. The two-year to 30-year curve rose by one basis point to 75 points.

Long bonds fell as much as 1/4 point after the Labor Department reported that first time claims for unemployment benefits fell by 15,000 last week. Economists had expected the number to hold steady at 381,000 and interpreted the data as an indicator of potential strength in today's figure on August employment.

Later, bonds recovered as hedge hunters entered the market. Mr Woody Jay, head of global government trading at Lehman Brothers, said he had seen some strong buying of bonds through the morning as investors prepared for the employment number.

Lebanese bank plans euromarket borrowing

By Samer Iskander

Banque de la Méditerranée, a Lebanese bank owned by prime minister Mr Rafic Hariri, is to set up a \$150m borrowing facility in the euromarket.

Merrill Lynch, the lead manager, is expected to launch the first tranche of the deal before the end of the month - \$60m of two-year euro-certificates of deposit.

The programme will be the first continuous issuance vehicle established by a Lebanese issuer, the bank said. "Future tranches [will have] maturities ranging from one to five years."

Méditerranée, the country's largest bank with a consolidated balance sheet of \$2.4bn at the end of August, is aiming to attract investors from the expatriate Lebanese community in North and South America, as well as Europe.

Its paid up capital is \$100m, but it is believed to be planning an increase to \$200m before the year-end. Its objective is to achieve a capital base of \$500m by 2000, and a balance sheet of \$6m to \$8bn.

Lebanese banks are keen to tap new sources of long-term financing, ahead of an expected rationalisation of the banking industry. Observers say there is an over-supply of banking services and expect several larger banks to absorb smaller competitors.

Credit Libanais, a government-controlled bank, tapped the international market for \$60m earlier this summer, and Byblos Bank, the country's sixth largest bank, is in the process of launching \$50m of three-year euros.

Egyptian bank to sell stake in Suez Cement

By Sean Ewers in Cairo and Samer Iskander in London

The National Bank of Egypt (NBE), one of the country's four government-owned banks, is planning to sell most of its 15 per cent stake in the Suez Cement Company through an international equity offering.

EMERGING DEBT MARKETS

An issue of global depositary receipts (GDR) is believed to be the favourite option, although Salomon Brothers, which was yesterday retained as global coordinator, said it would also explore alternative means for divesting the NBE's holding in Suez Cement."

ING Barings was also reported to be involved in the deal.

Suez Cement, valued earlier this year by Flemings at E22.092bn, has the largest capitalisation on the Cairo Stock Exchange. At current market prices the 15 per cent stake would be valued at nearly \$100m. Suez shares closed yesterday at E24.50, up 0.60.

At the Egyptian Capital Markets & Investment Council in Cairo this week, Mr Mahmoud Abdel Aziz, chairman of the NBE, said: "We have launched the second ever GDR in Egypt and it is a confident it will be a success."

Mr Ataf Ebeid, minister for public enterprise, stated his intention to maintain the accelerated pace of the privatisation programme. "The target for the rest of the year is to float one company a week on the stock market, and one company a week in direct sale," he said.

Foreign investors more than tripled their share of activity on the Egyptian stock exchange in the first half of 1996, from just 6 per cent of the E23.5bn traded during 1995 to 20 per cent of the E23.6bn traded from January to June this year.

The volume of trading in listed companies has increased during the same period from 15.5m securities in 1995 to 68.8m in 1996, an increase of 943 per cent.

The number of transactions of listed securities has increased by more than 97 per cent, from 155,000 to 305,000 trades, highlighting the improvement in the market's liquidity.

Mr Mohammed Younes, managing director of Concord International Investments, the first foreign investment firm to obtain a licence to manage mutual funds in Egypt, praised Cairo's Capital Markets Authority (CMA).

"The CMA has established a strong reputation for integrity and for tough enforcement of securities laws, while at the same time acting as one of the leading promoters of the Egyptian stock market," he said. Mr Younes Boutros-Ghali, minister of state for economic affairs, proudly rolled out the impressive macro-economic picture. The budget deficit was 1.3 per cent of GDP in 1995, and is expected to come down to 1 per cent this year. Inflation has been brought down to below 8 per cent in 1991. GDP growth is expected to reach 5 per cent. Capital gains and withholding taxes have been abolished, and tariff cuts will be introduced as part of an IMF agreement due to be ratified on October 11.

Statoil returns after eight-year absence

By Conner Middelmann

The euromarket had a more subdued day after recent hectic sessions, with many participants sidelined by the release of US jobs data for August.

Statoil, Norway's government-owned hydrocarbon utility, returned to the market after an eight-year absence with a \$250m offering of three-year bonds priced to yield 5 basis points over Treasury notes.

According to lead manager Deutsche Morgan Grenfell, the bonds were likely to benefit from their rarity value, their quasi-sovereign risk and the diversification they offer after a slew of issues by financial institutions.

said the raft of short-dated bonds launched in the early summer had been placed and there was renewed demand for such paper from European retail accounts. He acknowledged the move was slow to get off the ground but said "we feel confident in the special nature of the Statoil name - the deal will work over time."

Others were less charitable. "When I saw it appear on the screen, I thought they'd accidentally dropped a digit - it should have had a spread closer to 15 over," said one dealer. Another said the deal was weakened by the fact that it does not have a government guarantee and has lower credit ratings than the Kingdom of Norway. In the D-Mark sector, Baden-Wuerttemberg L-Finance issued DM750m of five-year bonds priced to yield 22 basis points over bunds - on the tight side,

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Face, Spread, Bookrunner. Includes entries for Fed Home Loan Mtg Corp, State of Hawaii, Baden-Wuerttemberg L-Fin, Synthesio Ecuador Bond Co, etc.

Final terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. *Unrated. † Floating-rate note. ‡ Semi-annual coupon. R: fixed rate offer price; less shown at re-offered value. ‡ Call date from 05/05/97 at par. § 5-year Libor bid. ¶ Fungible with Paribon. Plus 125 days accrued. † Over interpolated yield.

some dealers said. Still, joint leads Goldman Sachs and SEB Warburg said the deal met demand from European institutions looking for a large, liquid issue after the recent smaller, retail-targeted deals - although Asian demand was said to be slightly disappointing. Elsewhere, there was talk that the Tennessee Valley Authority might be launching a DM100 D-Mark issue next week. The rumour was prompted by the fact that TVA plans to hold an investor presentation in Frankfurt on Monday, organised by Deutsche Morgan Grenfell and Lehman Brothers. Back in the dollar sector, Lebanon's Byblos Bank announced details of its

forthcoming euromarket debut: \$50m of three-year notes to be priced at around 275 basis points over Treasury issues. SEB Warburg and Beirut-based Lebanon Invest are to lead the transaction. The deal will make Byblos Bank the second Beirut bank to access the euromarket after a \$60m issue in June by Credit Libanais.

WORLD BOND PRICES

Table with columns: Country, Coupon, Price, Change, Yield, Week ago, Month ago. Includes Australia, Austria, Belgium, Canada, Denmark, Germany, Ireland, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, US Treasury, etc.

BOND FUTURES AND OPTIONS

Table with columns: Instrument, Price, Change, High, Low, Est. vol., Open Int. Includes US Treasury, UK Gilts, etc.

FT-ACTUARIES FIXED INTEREST INDICES

Table with columns: Index, Price Index, Change, Yield, etc. Includes UK Gilts, US Treasury, etc.

FT FIXED INTEREST INDICES

Table with columns: Instrument, Price Index, Change, Yield, etc. Includes US Treasury, UK Gilts, etc.

FT/ISMA INTERNATIONAL BOND SERVICE

Table with columns: Issued, Bid, Offer, Chg, Yield. Lists various international bonds from US, UK, Germany, etc.

US INTEREST RATES

Table with columns: Instrument, Rate, Change. Includes Treasury Bills and Bond Yields, Prime rate, etc.

UK GILTS PRICES

Table with columns: Issue, Price, Change, Yield. Lists various UK government bonds.

OTHER FIXED INTEREST

Table with columns: Instrument, Price, Change, Yield. Lists various international fixed interest instruments.

CONVERTIBLE BONDS

Table with columns: Instrument, Price, Change, Yield. Lists various convertible bonds.

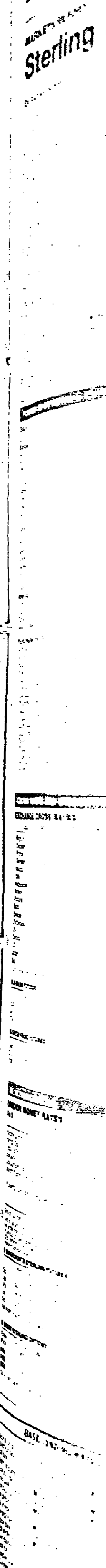
REUTERS MARK STRAIGHTS

Table with columns: Instrument, Price, Change, Yield. Lists various Reuters market straight indices.

PLACING RATE NOTES

Table with columns: Instrument, Price, Change, Yield. Lists various placing rate notes.

Footnote: * Top stock, † Top-bid non-convertible call option, ‡ Auction basis, § Bid/ask, ¶ Coupon, †† Coupon dates are shown in points per 100 nominal of stock. ‡‡ Top stock, †† Top-bid non-convertible call option, ‡ Auction basis, § Bid/ask, ¶ Coupon, †† Coupon dates are shown in points per 100 nominal of stock. ‡‡ Top stock, †† Top-bid non-convertible call option, ‡ Auction basis, § Bid/ask, ¶ Coupon, †† Coupon dates are shown in points per 100 nominal of stock.



CURRENCIES AND MONEY

MARKETS REPORT

Sterling and dollar firmer on economic news

By Richard Adams

Worries over the health of Russia's leader and good economic news in the UK gave some life to the dollar and the pound on yesterday's foreign exchange markets.

News of the heart operation planned for Mr Boris Yeltsin, the Russian president, lifted the dollar, while healthier business confidence and the absence of an interest rate cut in Britain helped the pound.

The dollar rose against the yen to Y109.115 at the close of the London market, compared to Y108.705 against the D-Mark, the dollar was up slightly to DM1.4948, having been DM1.4922.

Bank of Italy rate cut today, and that it might be made easier for Italy to join a single currency. The lira strengthened to Lit1018 from Lit1012.

The Bundesbank held a council meeting yesterday and also decided not to cut interest rates. It was not expected, after Mr Hans Tietmeyer, the central bank's president, had made it clear that rates would not be lowered soon.

like today's rule that out. The French franc is on its own. Meanwhile, the OECD said in a special report that Germany could meet the Maastricht treaty's budget criterion for the single currency if it implements all of its planned austerity measures.

But the lack of dramatic movement in the dollar was attributed to dealers waiting for publication today of August's non-farm payroll employment figures. A strong rise in employment figures would harden expectations of an interest rate increase by the Federal Reserve.

Meanwhile in Germany, the rebound of the economy in the second quarter was confirmed, putting pressure on the French franc. Overnight, the franc briefly broke through resistance at its old ERM ceiling of FF3.4305, but buying - apparently by the Bank of France - brought it back down to its close of FF3.422.

The lira saw its value rise against the D-Mark, thanks to market talk of a possible price index, excluding mortgage interest payments (RPIX), announcement on 12 September by the Bank of England, senior market strategist at Citicorp in London, said if RPIX met the Bank's target of 2.5 per cent as forecast, it could provide the "best excuse" for a post-rates rate cut.

The consensus among analysts is that monetary policy is on hold. Mr Robin Aspinall, chief economist for Europe at the National Australia Bank said: "The only remote possibility is that a combination of weak data and EMU tensions would prompt another easing. Data

POUND SPOT FORWARD AGAINST THE POUND

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Country, Currency, Bid/offer, etc. Includes Australia, Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, etc.

Table with columns: Country, Currency, Bid/offer, etc. Includes Australia, Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, etc.

CROSS RATES AND DERIVATIVES

Table with columns: Country, Currency, Bid/offer, etc. Includes Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, etc.

EXCHANGE CROSS RATES

Table with columns: Country, Currency, Bid/offer, etc. Includes Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, etc.

UK INTEREST RATES

Table with columns: Term, Rate, etc. Includes 1 month, 3 months, 6 months, 1 year, 2 year, 3 year, 5 year.

EMU EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, Bid/offer, etc. Includes Spain, Belgium, Portugal, Germany, Austria, Ireland, Denmark, etc.

BASE LENDING RATES

Table with columns: Bank, Rate, etc. Includes Aden & Company, Allied Trust Bank, AIB Bank, etc.

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WORLD INTEREST RATES

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EURO CURRENCY INTEREST RATES

Table with columns: Country, Currency, Bid/offer, etc. Includes Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, etc.

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RECRUITMENT

Europeans are envious of the US labour market but it is not as healthy as it seems, says Robert Taylor

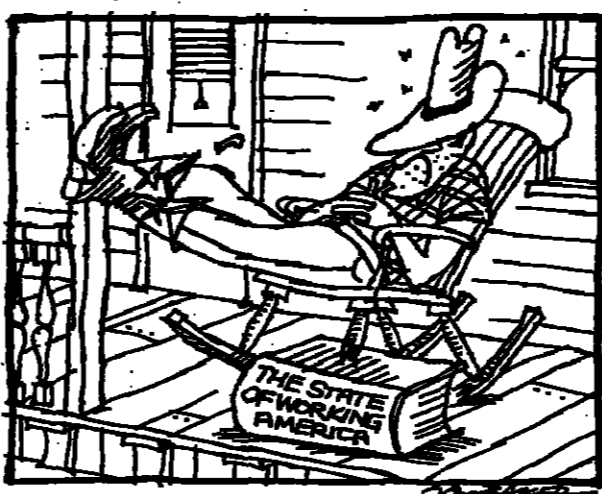
A closer look at an optimistic picture

The US labour market - renowned for its flexibility - continues to impress many European policy-makers who are worried by their own continent's unemployment crisis. The US is seen as a sharp contrast to Europe, which is bound by over-regulation and high cost burdens.

The US official monthly jobless rate of about 5 per cent contrasts sharply with an average of about 10 per cent in the European Union. But this week's pre-release of the biennial report on the state of working America from the Economic Policy Institute, the Washington-based think tank, suggests the commonly held optimistic picture needs to be heavily qualified.

growing and unemployment is falling, the incomes of the vast majority of workers have not yet returned to their pre-recession 1989 level," says the report. "If the current expansion should end within the next two years or so, it is unlikely that family incomes will be higher at the end of the business cycle than at the beginning. The primary problem is the broad-based erosion of wages and growing wage inequality that have continued as strongly in the 1990s as in the 1980s."

defined as those who want to work but have been discouraged by their lack of success. There are also the people who are neither working nor looking for work at the moment but who indicate they want and are available to work and have searched for a job over the past 12 months.



of the increase, it adds. "Since the average job loser's new job pays about 15 per cent less than his or her old job, the sustained, high level of job displacement has profound implications for American living standards," the report says. The study highlights an important employment shift in the labour market during the 1980s towards low-wage jobs in private services as higher-paid manufacturing declines.

explanations. Although no over-riding factor is highlighted, the study does suggest there are "general deregulatory, laissez faire shifts in the economy" which have "weakened the bargaining power of workers, both union and non-union, both blue- and white-collar". It estimates that between two-thirds and three-quarters of the growth in wage inequality has been caused by the "weakening of labor-market institutions [that is, trade unions, collective bargaining and the national minimum wage], the impact of globalisation and the move into low-wage service industries". None of this seems likely to make much difference to the outcome of this November's presidential election. But those in Europe who continue to draw inspiration from the buoyancy of the US labour market may find much food for thought if they read this carefully researched study when it becomes available later on this year.

The State of Working America. Available in December from Economic Policy Institute, 1660 L Street, NW, Suite 1200, Washington DC 20036.

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This position will carry significant responsibility and will report to the Regional Operations Director in the UK and an indirect reporting line to the Country Manager. The principal duties will be managing the day to day operational requirements of the branch network ensuring adherence to internal and local regulatory requirements, audit, compliance and quality supervision. Specific responsibilities include the management of centralised departments, global banking systems implementation in Greece and EDS relationships.

Candidates will have at least 10 years experience gained within international banking. Experience should include the management of an Operations Team, with particular emphasis on people management, budgetary control and systems implementation. Additionally, applicants must demonstrate a proven track record in change management. Knowledge of Greek market environment is preferable.

Candidates may be locals or expatriates, but preference will be given to those candidates with fluent Greek and English.

The remuneration offered is highly competitive and will include generous relocation assistance.

Interested applicants should write with their CV, in confidence, to Helen Hight, Managing Consultant at the address below.

Jonathan Wren & Co Limited, Financial Recruitment Consultants, No.1 New Street, London EC2M 4TP Telephone 0171 623 1266 Facsimile 0171 626 5257

JONATHAN WREN

banking

P30245

DEPARTMENT HEAD - SECURITIES SETTLEMENT

POOLE, DORSET

AMERICAN EXPRESS BANK

American Express Bank Ltd is a major US bank with a presence in 36 countries worldwide. We are a trusted partner for wealthy entrepreneurs and local financial service institutions. Our principal businesses are correspondent, commercial and private banking and consumer financial services.

American Express Bank Ltd is an Equal Opportunities employer.

American Express Bank Ltd is recruiting an individual to head up its Securities Settlements function in its Regional Headquarters based in Poole, Dorset. The department is currently based in London, and will relocate to the Poole office by year end. Poole provides operational support to AEB offices worldwide for business areas including Treasury, Trade Finance, Securities and Derivatives.

This is a management position with total responsibility for the management of AEB's Global Securities Custody Operations. The Manager will manage all aspects of the settlement activity for all AEB branches within Europe and will also act as Custodian for AEB worldwide.

Candidates will have at least 10 years experience of operations gained within international banking. Experience should include extensive securities product expertise to include international fund transfers, foreign exchange and in depth knowledge of securities settlements. Candidates must have proven leadership, interpersonal and communication skills. Additionally applicants must demonstrate a proven track record in change management and systems development.

The remuneration offered is highly competitive and includes generous relocation assistance.

Interested applicants should write with their CV, in confidence, to Helen Hight, Managing Consultant, at the address below.

Jonathan Wren & Co Limited, Financial Recruitment Consultants, No.1 New Street, London EC2M 4TP

JONATHAN WREN

banking

INSAS BERHAD

We are a diversified public listed company based in Malaysia with interests in financial services, healthcare, property investment and development, high technology, oilfield engineering services and consumer products.

We have substantial investments in Malaysia, Hong Kong, Singapore and Australia. Due to continued expansion we have a number of vacancies in various positions that we would like to invite suitably qualified individuals to come and talk to us. We would especially like to talk to exceptionally talented and ambitious young people who would like to participate in a very pro-active way in helping to shape and organise the future direction of a major public listed corporation.

Foreign residents who have the relevant working background and experience and would like to work in Malaysia are also invited to apply. Our remuneration package will be attractive.

1. BUSINESS DEVELOPMENT - GENERAL MANAGER

Requirements:

- The candidate is likely to be at least in the mid-thirties to have acquired the relevant experience and seniority.
- Applicants should have a relevant degree in economics, business studies or accounting and would have worked for several years in a diversified multi-national company, bank and trading house.
- The successful candidate will be responsible for seeking and developing business opportunities for the Group including new areas of growth.

2. BUSINESS DEVELOPMENT MANAGERS

Requirements:

- Business Development Managers are required to support the General Manager in preparing feasibility studies, board presentations and generally assisting in formulating business strategies.
- Applicants will need to have a degree in Business Administration, Economics, Accounting or other relevant qualifications and working experience such that they are financially numerate and are comfortable with spread-sheet presentations on financial projections and analysis.

3. PUBLIC RELATIONS MANAGER/ ASSISTANT MANAGERS

Requirements:

- Applicants ideally should have a degree or relevant work experience in Mass Communication, Public Relations or Journalism.
- Those who have worked in organisations such as airlines and private banking in major international banks that are very service and customer oriented may also be suitable for these positions.
- The right candidates should have good interpersonal skills and be able to handle all liaison and media matters between the Company and members of the press.
- Additionally, they are also expected to assist in developing and strengthening relations with the Group's business associates.

4. EXECUTIVE ASSISTANTS TO THE GROUP CHIEF EXECUTIVE OFFICER

Requirements:

- To assist the Group Chief Executive to inter-face with the various divisions of the Group particularly in assisting the Chief Executive to process and evaluate project papers and feasibility studies.
- Candidates should have a degree in Business Administration, Economics, Accounting or other similar qualifications and several years of work experience in accounting and project analysis.
- Those who have worked in a major multinational organisation or financial institution would have an advantage.

Interested candidates are invited to write in or fax their resume stating working experience, current and expected salaries, contact telephone and fax numbers together with a recent passport sized photograph (NR) to:

The Human Resources Manager
Insas Berhad
Executive Floor Level 14, Annexe Block
Shahzan Prudential Tower
30, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia
Telephone: 60-03-245 5020 Fax: 60-03-244 1476
Closing date: 15th September 1996

Structured Finance

City

£ Excellent

Our client is a premier US investment bank with an enviable reputation in the global capital markets arena. Due to increased levels of business, they are currently looking to hire an Associate to join their Structured Finance Team. The emphasis will be on negotiating and structuring leveraged finance transactions across Europe.

The role will concentrate on the analysis, valuation and structuring of transactions and the negotiation of debt facilities. This will require an individual with an excellent understanding of capital and loan markets, particularly in Eastern Europe and the requisite communication skills to conduct client presentations.

Candidates of interest will possess outstanding academic skills with excellent communication and negotiation skills, a confident and assertive manner and a commercial approach.

Other key characteristics will be:

- Experience in the development of

investment processes, company valuations and complex credit issues.

• An ability to determine and evaluate methods for enhancing investment portfolios of target companies.

• At least 3 years experience in investment management.

• An appreciation of global capital markets in order to meet funding and risk management requirements.

• Fluency in another European language (preferably German).

This is an exciting opportunity for a highly motivated individual to develop their career within a high profile team.

Interested candidates should write to Anne Davis at Michael Page City, Page House, 39-41 Parker Street, London WC2E 5LX, quoting reference 260083. Alternatively, telephone her on 0171 269 2305.

MP

Michael Page City
International Recruitment Consultants
London Paris Frankfurt Hong Kong Sydney

JAPANESE EQUITY MANAGER

DUBLIN

Our client is a leading Irish investment firm with a substantial asset management team.

MERC Partners has been retained to assist in recruiting an Asset Manager with particular expertise in the Japanese equity market.

The person appointed will be responsible for the management of a Japanese equity portfolio and will join an established team of investment professionals. Participation in the formulation of global investment strategy and the communication of this strategy to a broad client base will be key elements of this role.

Candidates will have a business or professional qualification with at least five years relevant experience and a proven track record in the management of Japanese equities. They will be team players who can demonstrate strong interpersonal and communication skills.

The remuneration package will be commensurate with the importance of the position.

Please write - in strict confidence - enclosing a curriculum vitae and quoting reference number 96495 to:

Brian G. Ward,
MERC Partners,
12 Richview Office Park,
Clonsilla, Dublin 14,
Ireland.
Fax: 00-353-1-2830550
email: postmaster@merc.ie

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مركزنا العربي

EUROPEAN SPECIAL INVESTMENT GROUP MAJOR INTERNATIONAL INVESTMENT BANK

CITY

TO £50,000 + BONUS

This highly successful team specialises in the proprietary investment of the bank's capital in a variety of special situations. These include amongst others distressed & high yield debt, equity & merger arbitrage.

This is an extraordinary opportunity for a highly talented analyst to broaden their capital markets experience.

This group has an exceptional track record and is seeking to expand the scope of its activities through the recruitment of an additional team member. The investment process is highly consensual in nature, hence

the person will be rapidly involved in the decision making process.

Initially responsibilities will include:

- Evaluating in detail companies within OECD Europe
- Creating models and analysing arbitrage & turnaround situations
- Identifying attractive investment opportunities in distressed assets through detailed due diligence
- Participating in the portfolio management process.

Candidates will be highly motivated and possess 2-3 years' experience within a corporate finance, valuation

or credit environment. Alternatively, an exceptional MBA or Chartered Accountant might possess the necessary analytical attributes. Knowledge of an additional major European language would be preferable.

If you have the necessary prerequisites, please contact David Heron or Richard Farnell at Robert Walters Associates by sending a detailed CV stating current remuneration to 25 Bedford Street, London WC2E 9HP or faxing details for his attention on 0171 915 8714. E-mail: david.heron@robertwalters.com.

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appears in the UK edition every Wednesday & Thursday and in the International edition every Friday For further information please call:

Andrew Skarzynski +44 0171 873 4054

Toby Finden-Crofts +44 0171 873 3456

Senior Derivatives Researcher/Strategist

London

We represent a major international Investment Bank with a pre-eminent position within the global derivatives market. On behalf of the European derivatives division we now wish to appoint a senior quantitative researcher/strategist, to work with one of the most highly respected sales and research teams in the City.

The Position:

As a key member of the global research team you will be required:

- To analyse the European fixed income markets in search of relative value trades.
- To produce weekly/monthly trade notes for the global client base.
- To present and market the global research product by liaising with clients, running seminars and working closely with the salesforce.

This challenging position offers substantial career prospects within one of the leading global derivatives groups. An excellent salary and benefits package is available commensurate with experience and qualifications.

For a confidential discussion please contact Tim Sheffield on Tel: 0171-236 2400, Fax: 0171-236 0316 or apply in writing to: Sheffield-Haworth Ltd, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

SHEFFIELD-HAWORTH
Consultants in Search and Selection

The Candidate:

- A high calibre science/mathematics graduate with 3-5 years experience within the fixed income markets or related field.
- Strong analytical/quantitative skills with a proven ability to create ideas and produce them in a written format.
- Strong presentational skills with a pro-active approach to client relationships.
- In-depth understanding of relative value trades and a clear understanding of the European fixed income markets.

We are world leaders in Business Travel with over \$13 billion dollars combined systemwide revenue. Our leadership is due not least to the innovation and creativity we are renowned for in finding the right technology solutions both for our clients' and our own needs. In order to lead our network through the technological revolution of our times we are looking for a

Vice President Technology Europe and Middle East Africa

Based in Paris, you will be the senior executive accountable for our Information Technology and New Products Development process in Europe and Middle East Africa. Within the scope of our Global Information Technology, New Products strategy and specific long term objectives, you will maximize profitability, customer satisfaction and employee performance in the region. In this respect you will interface with key clients and vendors to resolve problems, develop new opportunities and develop relationships. You will direct country Information Technology Business Units.

Knowledge and Skills required:

- minimum of 15 years experience in leading projects at international level.
- Outstanding Management, Teamleadership and Interpersonal skills.
- Customer oriented.
- Senior technology skills with state of the art knowledge in telecommunications and network technology.
- A high level of education with a top engineering school/University.

If you feel suited to this outstanding career opportunity, please forward your application in English including a complete CV and your current level of remuneration to our recruitment consultants:

ALL CONSEIL, Reference 622/FT, 39 rue d'Amsterdam, F - 75008 PARIS.



A.L conseil

London, India, Pakistan

Our client, the major division of a multinational conglomerate, is a leading player in the origination and development of diesel engine based electric power production projects.

Several requirements have arisen for lead developers in several locations including London, Pakistan and India. Selected candidates will be required to manage Independent Power Production projects from inception through financing, construction and into operation. The roles involve business development, project development and finance, financial analysis and contract negotiation. Identification of key individuals within government and regulatory bodies and gaining project approval are key requirements. Projects typically range from 50MW to 150MW and above.

Ideal candidates will be experienced independent power industry project developers who will have a finance or engineering background with a proven track record in negotiating and closing international power projects.

Competitive packages + bonus

You will have a strong academic background and preferably an MBA. Sound financial analysis, business development and management and negotiation skills are required, as is a high degree of computer literacy. Proven leadership and teamwork skills are a prerequisite. Additional language skills are highly desirable. For the roles in India and Pakistan you will need an understanding of local business practices and customs. Candidates for positions in India should be prepared to live in India. All positions require extensive foreign travel.

These are challenging international positions with a market leader and offer exciting career development prospects for highly motivated individuals who can perform to expectations and beyond.

Interested applicants please send a full résumé, stating current salary package, to Ian Dunbar, Ref: 2158/11 at Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax no. 0171 240 1052 or if you prefer, telephone 0171 240 1040.

Morgan & Banks
INTERNATIONAL

EMERGING MARKETS SEARCH & SELECTION

Our client, the London Branch of a leading European bank with a strong presence in currency trading, seeks to recruit an experienced and highly technical

EXOTIC CURRENCY TRADER

The treasury of the London Branch is the bank's European centre for international Spot, Forward and Derivative Currency trading. The trading room is also responsible for the trading of Emerging Market Currencies in the European time zone, covering client-based and proprietary positions.

Candidate profile:

- Ability to demonstrate a track record of at least five years trading in Forward Foreign Exchange, Currency and Interest Rate Swaps, short-dated Fixed Income instruments and Interest Rate and/or Currency Options plus experience in trading and market making in Spot Foreign Exchange.
- Involvement in the development and the marketing of exotic products covering Eastern European, African and Middle Eastern currencies.
- Based on thorough technical knowledge of the illiquid currency markets, the individual will both take proprietary positions and cover clients' requirements, using existing products in the international and non-deliverable currency markets and derivative instruments in order to construct synthetic exposure where necessary.
- Ability to develop the exotic currency trading desk, train trading staff and educate the currency sales people both in London and in the international branch network.
- First rate (post-academic) qualifications and the flexibility to travel regularly to the region are a prerequisite.

Please send your CV in complete confidence to: Willem Duijk de Wit at Emerging Markets Search & Selection, 12 Moisson, Avenue, London EC2A 3PL, U.K. Telephone: +44 171 609 4744 Fax: +44 171 609 4717 or E-mail: eduijk@emss.co.uk

NEW CHALLENGES AWAIT...

US SECURITIES LAWYERS

Are you a US qualified securities lawyer with two to seven years' experience who is looking for a new professional challenge? Do you have the ambition to realise long term prospects in this leading international firm?

Do you want to join a small US securities team working within a worldwide capital markets practice and advising on a wide range of international securities offerings?

You will initially be based in London, and have the opportunity to work on international offerings for issuers, global co-ordinators and lead managers throughout Europe and Asia.

You want to be part of an exciting development at this dynamic international firm. You will find a first class client base, a stimulating and supportive environment, and energetic leadership from senior practitioners.

Can you picture yourself as one of the leading players in the global capital market in a few years time? We can help you make it a reality: few firms can.

UK SECURITIES LAWYERS

Are you a UK qualified securities lawyer with one or more years' post qualification experience who wants to join an international team in a firm which can offer excellent long term prospects?

Do you have prospectus drafting and due diligence skills, which you may have learnt in a domestic practice, but which you now want to apply in the international arena?

You will initially be based in London, and have the opportunity to work on international offerings for issuers, global co-ordinators and lead managers throughout Europe and Asia.

You want to be part of an exciting development at this dynamic international firm. You will find a first class client base, a stimulating and supportive environment, and energetic leadership from senior practitioners.

Can you picture yourself as one of the leading players in the global capital market in a few years time? We can help you make it a reality: few firms can.

To find out more, please telephone Tom Joyce or Stephen Revel at any time on 0171 832 7217 or write to them in confidence at Freshfields, 65 Fleet Street, London EC4Y 1HS. Alternatively, speak to Gareth Quarry, Adrian Fox or Alison Jacobs on 0171 405 6062 (evening/weekends: 0171 731 5699) or write to them at Quarry Dougal Recruitment, 37-41 Bedford Row, London WC1R 4JH.



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The International Save the Children Alliance is an international non-governmental organisation comprising 24 Save the Children organisations working together around the world to defend the rights and promote the welfare of children.

EUROPEAN OFFICER Brussels

Applications for the above post are invited from suitably qualified persons with significant experience of lobbying and advocacy work in Europe. The appointee will work closely with the newly established Europe Group of the International Save the Children Alliance members to promote the aims, interests and profile of the Alliance to a wide range of European institutions and NGO networks. The appointee will also be expected to advise the European members of the Alliance of significant trends in policy development and funding in Europe.

The appointee will:

- be committed to defending and promoting the rights, interests and views of children
- be able to work effectively within a European-wide membership organisation
- have excellent communication and presentation skills, both written and oral
- have a good understanding of the responsibilities and operations of the major European institutions and networks

Salary Scale: according to age and experience. This post is based in Brussels. For further details and an application form, please send a postcard, quoting reference UKPE: to: Anne Marie Kissau, Personnel Department, SCF, Mary Datchelor House, 17 Grove Lane, London SE5 8PD, England or fax 0171 716 2265. Closing date: 26th September 1996. SCF aims to be an equal opportunities employer.

International Save the Children Alliance

NGO in Consultative Status (Category I) with the Economic and Social Council (ECOSOC) of the United Nations

FINNTALC

Finntalcs Oy is a Finnish talc producer. Our turnover is FIM 400 million and we employ 260 people. Finntalc is used in the paper, paint, plastic and fertilizer industries and is produced in Sotkamo, Oulokumpu and Kaavi in Finland as well as in the Netherlands and Sweden.

A major part of our production is exported and through our owners, WMCLtd (Western Mining Corporation Ltd) of Australia and Plüss-Staufner AG of Switzerland, we have wide international contacts. To strengthen our organisation, we are looking for a

knowledgeable and experienced CHIEF FINANCIAL OFFICER/CONTROLLER

You will be responsible for the entire financial administration of our company: finance, budgeting, balancing of the accounts and reporting. As a financial professional you will be an important part of the planning and administering of our business. You will be a member of our management team and you will report to the Chief Operating Officer.

You are an independent and result-oriented team worker. You have worked for several years in a responsible position in finance, preferably in international industry. Your experience helps you understand our business. You have a university degree in business and you are fluent in English and Swedish. You will travel and use a PC in your work.

Please send your application with appendices to Mercuri Urval, Mannerheimintie 15 A, 00260 Helsinki. Mark your envelope "Finntalc". Further information about this challenging and interesting position is given by Mercuri Urval consultants Harri Ruoslahri, (90) 4761 7752, best Fri 6.9. between 9:00-11:00 and Jan-Ola Sunbacka, (90) 4761 700, best Thu 5.9. between 15:30-16:30.

Mercuri Urval

Product Managers

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Exceptional opportunities for marketing professionals to contribute to defining the worldwide strategy of one of the leading computer manufacturers.

THE COMPANY

- Worldwide presence.
- Turnover in excess of US \$30 billion.
- Strong manufacturing presence in France.
- Profitable and innovative.

THE POSITION

- Analyse needs and expectations in target market of large companies. Report to Marketing Manager.
- Define new products in close co-operation with R&D and manufacturing. Lead long-term worldwide planning.
- Lead marketing initiatives during product design phase.

Manage all marketing aspects of current product range on worldwide basis.

QUALIFICATIONS

- Age 30-35. Engineer with MBA or business qualification. 5-7 years' experience of marketing in the personal computer market or in electronics industry.
- Proven marketing experience with customers, collaborating with manufacturing and R&D.
- Ability to analyse market needs. Results oriented.
- English is the working language. French language skills a plus.

We are also looking for Junior Product Managers.

Please send full cv, stating salary, ref FT69901 to NBS, 44 rue du Colisée, 75008 PARIS, FRANCE. Fax: (33.1) 42.56.90.60

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MORGAN STANLEY Credit Risk Analysts

London

£ Excellent

Morgan Stanley is a US Investment Bank providing a wide range of financial services to corporations, governments, financial institutions and individual investors. In 1995 it was the leading Mergers and Acquisitions advisor worldwide and the third largest global underwriter in Debt and Equity offerings. Substantial growth in Europe has given rise to a number of exciting opportunities to join the highly regarded credit risk management team specialising in the assessment of European financial institutions and corporates, which offers a dynamic and challenging environment for highly motivated analysts with an emphasis on strengths in marketing and interpersonal skills.

Senior Credit Analyst Corporates

- Responsibility for Credit Analysis of Corporates in a variety of industries.
- Provision of capital structure and rating agency advice to Investment Banking clients.
- Debt rating analysis for Investment Banking Division.
- Marketing and Advisory presentations to Senior Managements.

Candidates must possess a formal credit analysis training from a quality banking institution or Rating Agency, with a minimum of 5-7 years experience in the corporate sector. This should be complemented by fluency in one European language, together with excellent written and verbal communications skills. Reference 308015

These are excellent opportunities for ambitious individuals to work for a market leader in the field of Investment Banking, and the attractive salary and package will reflect entirely the experience of the successful applicant. Interested candidates should contact Mark Portman or Tim Smith, the retained consultants in London, on 0171 831 2000 or write to them enclosing a full CV at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax: 0171 405 9649. Please quote appropriate reference number.



Michael Page City
International Recruitment Consultants
London Paris Frankfurt Hong Kong Sydney

Credit Analysts Financial Institutions and Corporates

- Responsibility for Credit Analysis of Financial Services Institutions and Corporates.
- Participation in trade approvals covering Fixed Income, Equity and Investment Banking transactions.
- Conduct due diligence examinations for debt underwriting.
- Monitor counterparty exposure relative to limits.

Candidates must possess a formal credit analysis training from a quality banking institution or Rating Agency, with a minimum of 2 years relevant experience. This should be complemented by fluency in one European language, together with excellent written and presentation skills. Reference 305941

European Equity Fund Manager

Competitive Package City

CIGNA International Investment Advisors, Ltd., (CIA), is a multinational institutional fund manager with a portfolio of over £1 billion. We are seeking a senior investment professional to join our global equity team to be responsible for the following:

- Analysis of European stock markets and companies; security selection and construction of country portfolios; execution of stock and foreign exchange transactions; and
- Development of strategy for international equity portfolio management and prospective clients.

You should have ten years' fund management experience, seven years of which should be in equity, together with a proven record of investing in Continental Europe. You should be able to demonstrate a strong record of performance actively in a team environment. In return, we offer a competitive compensation and benefits package.

To apply, please write with full CV and salary requirements (including pension and benefits) to: Michael Page City, International Investment Advisors, Ltd., Park House, 16 Finsbury Circus, London EC2M 7AX.



CIGNA Investment Management
International

EQUITIES SALESPERSON

LATIN AMERICA

London-based.

Our client, a prestigious US Investment bank, is looking for an experienced Latin American Equities Salesperson reporting to the head of the desk.

The following attributes are essential:

- Minimum of five years' experience in a US Investment bank covering Latin America, of which at least one or two years should be in selling Latin American Equities.
- Established client base.
- Strong degree from a top University.
- Must have first hand knowledge of Latin American culture, preferably gained by extended periods of time spent there.
- Fluency in Spanish and Portuguese.
- Proven ability to develop and implement a business plan for entry into new markets.
- High level of integrity with excellent communication and leadership skills.
- Team playing skills.

To apply, please send your CV, quoting ref. 521, to: Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client, but please clearly indicate any organisation to whom your details should not be sent.

ASSOCIATES IN ADVERTISING

Local currency fixed income Front office support

Deutsche Morgan Grenfell (DMG) is the investment banking arm of Deutsche Bank, one of the world's largest AAA rated banks with assets approaching DM 650 billion. DMG has operations in 37 countries and employs around 8,000 staff. The Emerging Markets Division of DMG conducts a full range of investment banking activities in Eastern Europe and Latin America including local currency fixed income.

Developments of the local currency fixed income business necessitates the addition of a person to support the team in the front office. This is a hands on role involving a combination of financial, operational and analytical skills including: country analysis and production of trading guidelines, liaison with credit risk, operations, financial control and IT, management of custody arrangements, and supporting structuring products.

The successful candidate is likely to have a degree in economics, mathematics, engineering or similar. An accountancy qualification would be a distinct advantage, since an understanding of accounting procedures and an awareness of the mathematics and principles of trading is essential. Two or three years' experience in a banking environment with knowledge of settlement processes is also important.

Initiative and a pragmatic approach to problem solving are vital qualities in this role. Strong PC skills including Macro level on Excel are expected, as is excellent communication skills and an ability to make presentations at board level.

Competitive salary with bonus and full banking benefits are available for the right person.

For more information contact: James Rust on Tel: 0171 379 3333 or write to him at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP. Internet: city@rwa.co.uk

Deutsche Morgan Grenfell

Emerging Markets Division

Senior European Credit Analysts

London

£ Attractive Package

Our client is an internationally renowned financial services institution, with an enviable reputation for excellence. The European offices are expanding due to continued growth in demand for their services; this has created a number of outstanding opportunities for high calibre credit professionals to join both the Financial Institutions and Corporate Groups.

Key responsibilities include:

- Assuming primary responsibility for analysing and managing a portfolio. Two senior roles exist, with specific positions in both the European Financial Institutions and European Corporates Group.
- Performing and presenting in-depth financial analysis and strategic research for in-house purposes and external publication.
- Conducting meetings with clients, often at a very high level (CEO/CFO).
- Handling investors' inquiries and making investor presentations.

Applicants should be of graduate calibre with at least 6-8 years relevant experience in the analysis of European Financial Institutions or Corporates.

Due to the high profile of these roles, candidates must have excellent written and oral communication skills and the ability to represent the firm

in a professional manner. Fluency in an additional European language, ideally German, Spanish or Italian, is essential. Candidates must be proactive team players with an enthusiastic and positive attitude.

In addition, there are vacancies for candidates with 2-4 years experience to work in these teams.

Successful candidates will be awarded an attractive remuneration package based on a generous salary, which will entirely reflect experience.

Interested candidates should contact Simon Lewis on 0171 269 2316 or write to him enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH or fax 0171 405 9649.



Michael Page City
International Recruitment Consultants
London Paris Frankfurt Hong Kong Sydney

4^{CAST} ECONOMISTS (TRAINEE & EXPERIENCED) FIXED INCOME STRATEGISTS

4CAST is an unique multi-media economic and market analysis service offered on subscription to financial institutions in the City and other major financial centres. Launched in 1995, the service has been so successful that we are now further developing our research team to broaden the range of markets we analyse.

Opportunities exist at several levels, and 4CAST now wishes to recruit from well qualified economics graduates either seeking their first career posting in the financial markets, or with some experience of macro-economic analysis of major industrialised countries. 4CAST also seeks to recruit fixed income specialists, able to apply economic and technical analysis and market intelligence to the creation of fixed income trading strategies. A competitive remuneration package is offered with outstanding prospects for personal and financial advancement in a new company that is rapidly establishing impressive credentials among a blue chip professional client base.

Please write, in confidence to Personnel Dept, 4CAST Ltd, 101 Victoria St, London SW1E 6JL, citing REF: FT0406.

Appointments Advertising

Every Wednesday & Thursday the Financial Times Appointments pages appear. Wednesdays section is aimed at the Banking, Finance, IT and General Appointments markets, and Thursdays pages are for Accountancy vacancies. Both days are essential reading for any seriously career minded individual.

For information on Appointments Advertising please contact:

Andrew Simpson on 0171 673 4054

Tony Foden-Crofts on 0171 673 2458

Robert Hunt on 0171 673 4055

مكتبة الاموال

INTERNATIONAL LEASING OPPORTUNITY REGIONAL MARKETING DIRECTOR

LONDON

Our client is the subsidiary of one of America's largest financial services companies. Its Europe, Africa, and Middle East region is headquartered in London and specialises in providing bespoke equipment financing solutions for many of the world's largest corporations. In recent years it has achieved considerable success and is now looking to extend its operations into new areas.

As a result of this, a new position has been created to assume responsibility for leading the expansion of the company's existing product line. The Regional Marketing Director will be expected to draw on the current expertise of the company, as well as on the strengths of its existing customer base worldwide to

drive this new venture.

Reporting to the Vice President of Leasing in the U.S., the Director will liaise with operational and marketing staff locally as well as personnel in the product line departments and technical support departments globally. He/She will be an exceptional communicator with proven marketing and technical skills, ideally with experience of equipment leasing.

The ideal candidate will be skilled in putting together complex structured leasing transactions and proficient in handling all aspects of the deal from initial customer contact through to the final signing.

It is envisaged that the successful candidate will possess a university

SALARY EXCELLENT + BENEFITS

degree and will be currently working within either a financial institution or commercial environment. Knowledge of a second European language, ideally German, Spanish or French would also be highly desirable.

For the successful candidate, an exceptional base salary together with a bonus compensation and company car is offered.

To discover more in regard to this exceptional opportunity, contact Simon Moser or Jon Vook at Robert Walters Associates in London on (0171) 579 3333 or send a current CV to them at 25 Bedford Street, London WC2E 9EP, Fax (0171) 915 8714. E-mail: simon.moser@robertwalters.com.

All applications will be treated in strictest confidence.

ROBERT WALTERS ASSOCIATES



CELLAR - ONE SDN BHD

Cellar - One is a wholly owned subsidiary of a large public listed corporation in Malaysia whose interests include financial services, healthcare, property investment and development, engineering services and the lifestyle, leisure and entertainment business.

Cellar - One is being developed in parallel with the other various divisions of our leisure and entertainment business which would include the development of these restaurants and wine bar concepts.

Cellar - One is rapidly becoming a major player in the wine market in Malaysia and it is our intention to expand into the rest of Asia. We already have a large collection of the major 1st, 2nd, 3rd & 4th growth French vintages and have secured agencies from some well known wineries.

We would like to invite people who have the right background and experience in the wine industry particularly those who have worked with the wine broking division of established wine merchants in the United Kingdom to come and talk to us. These appointments would be attractive to those who wish to be involved in the development of the leisure and entertainment business in Asia. The positions would initially be based in Kuala Lumpur and London.

Attractive remuneration packages will be offered to the successful candidates commensurate with qualifications and experience.

Interested candidates are invited to write in or fax in their resume stating working experience, contact telephone/fax numbers, current and expected salaries together with a NR passport sized photograph to:

The Human Resources Manager
Cellar - One Sdn Bhd
Executive Floor Level 14, Annexe Block
Shahzan Prudential Tower
30, Jalan Sultan Ismail
50250 Kuala Lumpur
Malaysia

Telephone Number : 60-03-2455020
Fax Number : 60-03-2441476

Closing date : 15th September 1996

CHIEF FINANCIAL OFFICER

FOR A GLOBALLY OPERATING, SWISS-BASED SERVICE/RETAILING COMPANY

Our client is a dynamic, fast-growing and entrepreneurial company, which is active in the retail environment and has a turnover of more than USD 1 billion.

Due to a recent reorganisation there has occurred an opening for a Chief Financial Officer with the following main tasks:

- direct the firm to profit and growth from a financial point of view
- engage actively in the decision-making process in relation to financial aspects of the company such as investments, mergers and acquisitions, 'make or buy'
- take a leading role in the overall management of the company as a member of the Executive Committee

We are looking for an executive (nationality open) who is between 35 and 45 years old, has an excellent education (MBA, CPA etc) and is internationally oriented.

If you have working experience as a CFO with a global corporation in the retailing or service industry and have been involved in several merger and acquisitions projects, please apply to the following address in Switzerland:

Dr Markus Dörig
Lawyer
Umbricht & Badertscher
Bahnhofstrasse 22
CH-8022 Zurich



Currency Options Sales Professionals - Foreign Exchange

The Bank of New York has the following excellent opportunities for experienced currency options sales professionals in London and Tokyo to complement their existing sales teams:

Sr. Currency Options Sales Officers with extensive management experience and a demonstrated track record of marketing FX options based products (including the latest exotic structures) to a European and/or Asian client base.

Currency Options Sales Officers with a minimum of three years successful sales experience with all types of currency options products.

Candidates must be educated to degree level and possess strong technical knowledge. Good communications skills and fluency in European or Asian languages are required.

Written applications only please including full curriculum vitae to:

Andrea Williams, Vice President
The Bank of New York
46 Berkeley Street, London W1X 6AA

QUANTITATIVE ANALYST - DERIVATIVES, LONDON £50K PA

Our client requires a Quantitative Analyst with at least 2 years experience of interest rate products. PhD Maths is desirable.

Please write to:
FUTURUS,
1 Leicester Place, London
WC2H 7BP

LIFE

Local requires business
OPTIONS TRADER
with good 'A' level Maths.
Please write to:
Bar Adams, Personnel Team,
One Southwark Bridge, London SE1 9UL.

Financial Institution Regulation

Barents Group, LLC, a wholly owned subsidiary of KPMG Peat Marwick, has excellent opportunities available for professionals with a regulatory background in banking, insurance, and capital markets to act as Consultants to governments in Central and Eastern Europe, Asia and Latin America.

These challenging positions will be responsible for establishing regulatory frameworks which encourage privatisation and financial market stability. Candidates must have a minimum of 5 years experience in financial institution regulation, as well as excellent communication and analytical skills.

Barents Group, LLC is a leading international management consulting firm specialising in implementing and managing change in highly variable environments.

Barents Group, LLC offers exciting opportunities in the international marketplace and provides attractive compensation packages commensurate with experience and skills.

Barents Group, LLC is accepting resumes which will be held on a confidential basis. Please send cover letter and resume to: Barents Group, LLC, Human Resources, Dept. HR, 2001 M Street NW, Washington, DC 20056 or fax to: (202) 296-0239.

BARENTS GROUP - LLC

COMPLIANCE OFFICER

International market leading firm is seeking a Compliance Officer to manage its worldwide regulatory affairs. The successful candidate will possess 3-5 years international compliance and regulatory experience with a law firm or consulting firm and an appropriate degree. The position will be responsible for global exchange and regulatory compliance, contract review, and legal document preparation. Computer literacy and the ability to travel are required.

Please send CV with salary history to: Bar Adams, Personnel Team, One Southwark Bridge, London SE1 9UL.



EUROPEAN MONETARY INSTITUTE

Project Manager for ECB Accounting Systems

The European Monetary Institute (EMI) was established on 1st January 1994 with its seat in Frankfurt am Main. The EMI's function is to strengthen the co-operation between its members, the central banks of the European Union, and to prepare for the establishment of a future European Central Bank (ECB). The EMI currently employs approximately 200 staff members and has its own terms and conditions of employment, including a competitive salary structure, pension plan, health insurance and relocation benefits. The position will be on a fixed-term contract basis and candidates must be a national of a Member State of the European Union.

Duties

Based in the Controlling and Organisation Section of the Administration Department, the Project Manager will be required to lead a small project team to select, set up, test and implement a central financial and management accounting system for the European Central Bank (including the consolidated accounts of the European System of Central Banks). The major tasks will be to set up a detailed project plan, to prepare the selection of hardware and software platforms, to organise and supervise the testing of the system and to prepare various project reports. Finally, the job-holder will assist with the work of the Controlling and Organisation Section as directed.

Qualifications

- University degree or comparable qualification.
- Detailed practical and theoretical knowledge and experience of the operation of automated accounting systems in a financial institution, and experience of their implementation as a user. Experience of central bank accounting functions and central bank operations is desirable.
- Training and experience in project team leadership. Experience in the use of computer-based project planning tools would be an advantage.
- Practical understanding and knowledge of financial and management accounting.
- Strong interpersonal skills, self-motivation, and the ability to work without close supervision are very important.
- Good analytical skills.
- Fluency in English and proven drafting ability in that language. Knowledge of other European Union languages is desirable.

Start

January 1997.

Applications should include a Curriculum Vitae and a recent photograph together with references confirming the required experience and skills. They should be addressed to the European Monetary Institute, Personnel and Office Services Division, Postfach 10 20 31, D-60020 Frankfurt and should reach us no later than 20th September 1996.



RECRUITMENT CONSULTANTS GROUP

2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 0171-588 3588 or 0171-588 3576
Fax No. 0171-256 8501

Prospects of managing institutional funds in 12-18 months or gaining broader international investment experience



EUROPEAN EQUITIES ANALYST

CITY

£25,000 - £30,000 + BONUS

ASSET MANAGEMENT ARM OF GLOBAL FINANCIAL INSTITUTION

Our client is a leading name with a strong top down strategic approach to investment and consistent top quartile ranking. The European Director heads a small team managing a range of regional and country specific funds. For this new position we invite applications from numerate candidates with a good degree from a leading university and 12-18 months' investment or research training with a leading institution. IIMR qualified or steps towards it are expected. A second European language, and computer literacy are essential. This is an exceptional opportunity to work alongside a leading name in European fund management, in an expanding organisation which can offer excellent career prospects. Initial remuneration is negotiable £25,000-£30,000 + generous bonus and good company benefits.

Applications in strict confidence quoting reference EEA5714/FT to the Managing Director, CJA.



SPECIALIST EQUITY SALES: OIL AND GAS

Competitive Salary Bonus & Benefits

CITY

The Company

ABN AMRO Hoare Govett is a leading London-based stockbroking firm which is part of a major international bank and broking network. The Company has an excellent reputation for Investment Research and has a high profile within the UK Equity Market. In addition, ABN AMRO is one of the top three European banks lending to the energy industry.

The Position

Specialist equity sales for the Oil and Gas sectors joining an experienced analytical team with an established presence in these sectors. Responsibilities include day-to-day marketing to institutional clients, extending the distribution network for the research products and co-ordinating the total marketing effort, together with full involvement with the analytical process.

The Candidate

The ideal candidate will have experience in the oil and gas industry, a proven ability to sell accompanied by strong numerate and presentational skills. Self-motivation and a desire to succeed is required in this highly competitive industry. He/she will be innovative, enthusiastic, determined and a good communicator.

Please write enclosing a full CV (stating current salary) to:

Box A5674, Financial Times,
One Southwark Bridge, London SE1 9HL.

OPPORTUNITIES IN INVESTMENT BANKING AND CAPITAL MARKETS

Our knowledge of the City is second to none. Our principal areas of specialisation are: Corporate Finance/M&A, Project/Structured Finance, Credit/Corporate Banking, Capital Markets and Mid-Office Product Control. A selection of current opportunities include:

Corporate Finance/M&A Sector & Country Teams to £65,000 + bonus

We are currently handling a number of specific opportunities within country or sector specialist teams. Vacancies range from entry level for ACAs and Management Consultants, to Associate Director level for transactors with 4 or more years experience.

Opportunities exist within the following teams:

- Financial Institutions.
- Telecoms/Media.
- Pharmaceuticals/Chemicals.
- Utilities.
- Germany, Spain, France, Scandinavia.
- Emerging Markets.

Our clients range from global banks to niche boutiques covering a whole spectrum of operating styles and markets. Although not a must, relevant sector experience and a second European language would be an advantage.

Please contact Jeremy Cooper.

Please telephone the relevant consultant on 0171-533 0073 or send your curriculum vitae to 16-18 New Bridge Street, London EC4V 6AU or fax 0171-353 3908.

Closer to the Business Credit and Quantitative Analysis to £50,000

Are you an excellent Credit or Quantitative Analyst who has always wanted to work with complex derivative products or in a deal driven environment closer to the action?

We are currently handling specific assignments within American, European and UK banking organisations for high fliers with 1-2 years front line banking or investment experience who are keen to stretch themselves in the capital markets or in an advisory environment.

Excellent academics are required as is a resilient and well balanced personality. Rewards are superb and opportunities currently exist within Equity Derivative Research groups, Structured/Project Finance teams and Trading Risk Credit groups. Many clients are willing to cross train in these competitive markets.

Please contact Zeb Ide.

Derivatives/Equities Newly Qualified Accountants c£38,000

Any ambitious Newly Qualified Accountant seeking that first step into Banking should contact us immediately to discuss some competitive Middle Office opportunities.

Offering unrivalled career prospects and early responsibility, these challenging roles, with progressive investment banks, will provide excellent experience at the leading edge of trading activity. Liaising closely with the Front Office, you will be responsible for intelligently reviewing trades and performing in-depth risk analysis.

To succeed you should possess:

- An ACA qualification from a leading practice.
- A numerically biased degree from a top University.
- Ambition, drive, determination and confidence.

For high fliers, rapid promotion is assured.

Please contact Caroline Foley-Cotter or Penny Atkinson.

If you would like further information on these types of opportunities or general career advice in these areas please do not hesitate to call us. Discretion assured.

BADENOCH & CLARK
recruitment specialists

Investor Relations Manager

Technometrics, Inc. is a world-leader in the field of investor relations consultancy services and financial database management. We have offices in London, Amsterdam, New York, Tokyo and Sydney. Our corporate clients, based in North America, Europe, Japan and Africa range from large multi-nationals to newly floated high-tech companies. Technometrics, Inc. is expanding its investor relations department and is looking for account executives to join our international team of consultants in the UK.

We are seeking individuals with a background in investor relations, public relations, financial services, equity analysis or related fields. A working knowledge of either French or German is a distinct advantage.

The capacity to communicate effectively at the highest-levels, both to corporate clients and to the fund management community is important. Strong written and oral presentation skills will be needed. The ideal candidates will be computer literate and able to work under pressure. Technometrics, Inc. is an expanding company and offers global career opportunities.

Salary will be commensurate with experience.

Applications should be addressed to:

The Personnel Manager, Technometrics, Inc., 84 Newman Street, London W1P 3LD.

We are currently working on behalf of several prestigious global banks, based in London, New York and Asia, whose clients face an ever increasing need to lower the cost of raising capital, manage risk and enhance asset returns. In response to these requirements, we now have key roles in Trading & Research for Derivatives specialists, in particular:

- Structured Products (both Fixed Income & Equity)

- Country Funds Trader

- Quants Research - (must have minimum 1 year experience)

Please contact Paul Sugarman or Ann Williams (in the strictest confidence) for further information

PROPRIETARY TRADER for HEDGE FUND

A leading London based Hedge Fund is searching for two traders in Foreign Exchange and Fixed Income, preferably with experience of emerging markets.

The successful candidates will work in a small select team and will be making their own investment decisions.

The remuneration package will be largely performance related.

The successful candidate must have:

- At least 5 years trading experience
- Comprehensive knowledge of derivative products
- Extremely strong analytical skills

Interest candidates should send their curriculum vitae and a comprehensive history of past trading experience to:

Box A5671
One Southwark Bridge
London
SE1 9HL

A leading UK stockbroking organisation, about to enter a phase of significant business expansion, requires the following senior personnel:

DIRECTOR OF SETTLEMENT

This is a new position which will become responsible for all aspects of settlement operations. Applicants must be fully experienced in UK settlement procedures and the management or supervision of stockbroking settlement personnel.

Salary range circa £60,000

MANAGER - PERSONAL EQUITY PLANS

The growth in the level of PEP business has created a need for an experienced PEP administration manager. The successful applicant will be conversant with current regulatory requirements and have gained management or supervisory experience in this area within a stockbroking company.

Salary range £25,000 - £35,000

TRAINING OFFICER

Applicants should be familiar with the development needs of a UK based stockbroking company. This position will involve establishing formal induction and training schedules for all personnel, development of internal courses and the identification of appropriate external facilities. Salary will be commensurate with experience.

ALL POSITIONS ARE BASED IN THE SOUTH EAST AREA OF THE UK.

Applications, which must include a detailed CV and will be treated in the strictest confidence, should be sent to Financial Times, Box No A5678, 1 Southwark Bridge, London SE1 9HL, or by fax to 0181 524 0005.

Moody's Investors Service SR. ANALYST, SOVEREIGN RISK

Moody's Investors Service is a highly sophisticated financial services firm. Recognized for our commitment to integrity, reliability and responsiveness, we invite qualified professionals who share these qualities to investigate this opportunity in our Banking and Sovereign Group.

In this high profile, New York-based position, you will follow a diversified portfolio of countries, monitor country conditions and make recommendations on sovereign ratings. Qualifications include 10 Years' experience in country risk and advanced degree in economics. The preferred candidate will also have foreign language skills.

Moody's offers an excellent compensation package commensurate with qualifications, including comprehensive benefits. Qualified candidates are invited to send confidential resume, with salary history, to: Human Resources-SOV, Moody's Investors Services, 99 Church Street, NY, NY 10007 or FAX: 212-553-4063. An equal opportunity employer M/F/D/V.

Moody's Investors Service

A company of The Dun & Bradstreet Corporation

One of the leading banking firms in Bahrain with diversified banking activities is seeking to recruit an innovative

PROCESS RE-ENGINEERING AND QUALITY IMPROVEMENT SPECIALIST

to contribute to further development of the Bank. This post is very high in the organisation's hierarchy and reports directly to the Chief Executive Officer. The objectives of the position are continuous customer service improvement and cost reduction through workflow and process re-engineering, productivity improvement through optimum utilization of the bank's human and technological resources and introduction of TQM.

Principal Responsibilities:

- Build awareness of the need and opportunity for improvement.
- Set goals for improvement.
- Organize to reach the goals (establish a quality council, identify problems, select projects, appoint teams, designate facilitators).
- Provide training.
- Carry out projects to solve problems.
- Report progress and recommend recognition.
- Communicate results.
- Maintain momentum by making annual improvement part of the regular systems and processes of the bank.

Candidate should be 35-45 years old, holding BA/MBA with at least 5 years experience in this field, preferably with a major bank.

The bank offers an excellent tax free compensation package with the usual expatriate benefits.

Please forward your application to:

The Chief Executive Officer
Po Box 13416
Bahrain.

Happy Mondays!

The Financial Times is launching a new, weekly Accountancy Appointments section on Monday 2nd September 1996. It will contain jobs with salaries under £34,000 p.a., and will therefore be distinct from our market-leading Thursday Accountancy Appointments pages.

For more details please contact Robert Hunt:

Tel - 0171 873 4095 Fax - 0171 873 4331 E-mail - robert.hunt@ft.com

ACCOUNTANCY APPOINTMENTS

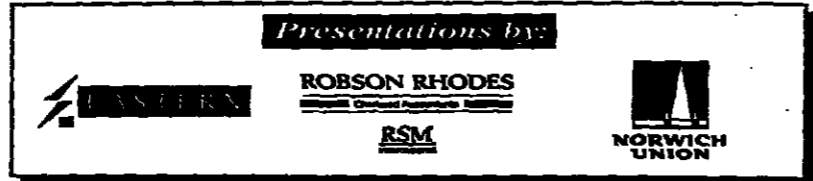
East Anglian Careers Forum

Opportunities for qualified Accountants

Venue
Lucy Cavendish College - Cambridge

Date
Thursday
12th September 1996

Time
6.00pm



Your opportunity to meet senior managers from major companies in the region. Hear about their future growth plans, the careers they can offer accountants and gain access to the widest selection of career options in East Anglia.

In addition to the presentations, Hays Accountancy Personnel's senior consultants will be available to discuss your career aspirations and provide information on specific vacancies with other leading organisations.



As spaces are limited, admittance will be by invitation only. Please contact Claire Whipp on 01223 766221 to reserve your space. If you are unable to attend the Careers Forum, please contact your local office to arrange an appointment for personal career advice.

CAMBRIDGE 01223 461368 CHELMSFORD 01245 242619 COLCHESTER 01204 764621 IPSWICH 01473 215988 NORWICH 01603 760541 PETERBOROUGH 01753 558517

Hays Accountancy Personnel

GROUP TREASURER

PUBLICLY LISTED MULTI-NATIONAL GROUP

HONG KONG

c. £88,000 + ACCOMMODATION + BENEFITS

- UK publicly listed, multi-national group, based in Hong Kong, with property and infrastructure investments across Asia. Market Cap US\$6bn.
- Following internal promotion, the group needs a technically strong Group Treasurer to manage and develop the function and thereby assist in achieving its strategic goals.
- He/she will be responsible for an Assistant Treasurer, Chief Cashier and Payroll Controller, along with their teams, and will be the main point of contact for the Group's relationships with lenders and other financial services providers.

- Probably aged mid-30's, graduate, and preferably MCI/Chartered Accountant who has had at least five years treasury experience within a large multi-national or a bank.

- Particular areas of technical strength will be foreign currency and risk management.

- Management of the department calls for cultural sensitivity and team-orientated leadership abilities. Excellent communication skills, flexibility of approach and the ability to achieve rapid credibility are essential. Prospects for career progression are excellent.

Please apply in writing quoting reference 1218 with full career and salary details to:

Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.whitehead.co.uk/whitehead

Whitehead
SELECTION

A Whitehead Group PLC company

مكتبات الصحف

Price Waterhouse EXECUTIVE SEARCH & SELECTION

Manager - Corporate Finance

Young... Dynamic... Ambitious... we are - are you? c.£65,000 + bonus + benefits Berkshire

This challenge... will come as a refreshing change to the more courageous and ambitious amongst you.

We need... someone who can handle a remit that spans the gamut of corporate finance work, from evaluating all major investment proposals to assessing our existing business portfolio and even tackling regulatory issues.

Routine it won't be The one predictable aspect of this challenge is the steep learning curve you will encounter at an early stage - together with regular Board-level exposure.

You are likely... to have a 'Big 6' background with wide-ranging corporate finance experience and significant exposure to merchant banks.

As you would expect... we would offer such a key player a significant performance bonus and comprehensive benefits package - but not for a one dimensional technocrat.

If you are... craving around for the chance for your career to really take off convinced that you would thrive as a key player in a multi-skilled environment, ready to bring new ideas and impetus to an already successful and innovative £100 million organisation, looking for a high profile role that actually makes a difference, then...

The next step... is to write to our advising consultants, David Hunter and Hamish Davidson, quoting reference L/1681 at the address below.

Executive Search & Selection Price Waterhouse Management Consultants Ltd Southwark Towers 32 London Bridge Street London SE1 9SY Fax: 0171 403 5265 E-mail: David.Hunter@Europe.notes.pw.com

Price Waterhouse EXECUTIVE SEARCH & SELECTION

Run an oil & gas exploration business out of a suitcase

Head of Finance and Business Support London, Rome, Oman, Greece, Algeria...

An oil company's oil company Our history as a successful finder of oil and gas reserves stretches back more than 30 years.

Big numbers - we need someone who can deal with them A high-powered Financial Manager who has what it takes to support and shape a significant oil and gas exploration business as we create new ventures and operations throughout Europe and North Africa.

A roving (or should we say globetrotting?) brief Your immediate and urgent priority will be to remove the financial management burden from hard pressed operations and exploration managers - establishing your role as adviser and service provider and taking your place in running the business.

But that's just the tip of the iceberg We want someone who will provide a clear lead in the financial 'engine room' of the regional business: areas such as management accounting and reporting tax, treasury and audit.

At the same time... there will also be the need to support the sales process - including contract preparation and

negotiation - and the responsibility for driving the implementation of new MIS Europe-wide.

To take this on... you will already have at least five years experience of international oil and gas accounting finance under your belt.

To succeed, you must speak our language We operate with a lean, experienced, US based staff that support our activities worldwide and doesn't want to hear the same stale and cliched solutions to problems that crop up eight or nine time zones distant - you will sort them out in a fashion that inspires confidence and respect.

Achieving results... will, of course, be everything, so confidence, self-motivation, credibility and supreme leadership skills are essential. If these are the kind of qualities you have to offer, we will offer a remuneration package in keeping with your expectations.

Executive Search & Selection, Price Waterhouse Management Consulting Ltd, Southwark Towers, 32 London Bridge Street, London SE1 9SY. Fax: 0171 939 3454 Internet: David.Hunter@Europe.notes.pw.com

BT Project Finance Managers

London to £45,000 + car + benefits

BT, with a turnover of £14.4 billion and a gross profit of £3 billion, is one of the world's leading providers of telecommunications services.

Within the Global Communications Division, the Business Development Finance team is responsible for evaluation of commercial opportunities overseas.

To succeed in this role you will fulfil the following criteria:

- Commercially minded Accountant or MBA with a strong academic background.
• Excellent financial modelling skills and the capacity to translate complex data into meaningful analysis.
• Understanding of acquisitions ideally gained from a major international organisation.
• Highly influential with outstanding interpersonal skills and the natural ability to work with non-finance professionals.
• Relishing the prospect of a high profile role, with extensive travel and critical involvement in the international growth strategy.

This represents an exceptional opportunity to impact positively on the success of this pioneering multi-national group. Energy, creativity and flexibility are all qualities which will enable the right individuals to capitalise on superb international career opportunities.

Interested applicants should write to our advising consultants, Robert Macmillan or Andrew Livesey, stating current remuneration and quoting reference number UK00092 at Nicholson International (Search and Selection Consultants), Beaton House, 34-36 High Holborn, London, WC1V 6AS.

NICHOLSON INTERNATIONAL

METRON TECHNOLOGY

Price Waterhouse EXECUTIVE SEARCH & SELECTION

International Corporate Treasurer

High profile role in \$multimillion global group c. \$130,000 package Amsterdam

With sales this year of \$233 million (up from \$135 million last year), we are probably the world's leading global distributor of semiconductor equipment and materials.

We now need a high calibre professional to establish, manage and actively develop the group's treasury function. Reporting to the Chief Financial Officer in California, you will provide advice, guidance and leadership to finance and operations managers around the world in order to minimise risk and optimise the organisation's capital and cash flow positions.

You will need a professional Treasury, Accountancy or similar qualification and a strong international treasury management background in order to match our exacting requirements.

management and insurance of general asset and liability risks, and the development and/or implementation of treasury systems and controls.

The role will require you to forge effective working relationships at the highest level throughout the international organisation, as well as with the banking community and other financial providers.

The package will comprise a base salary and bonus plus stock options. If you feel that you can meet such a challenge, write to our advising consultant David Hunter, quoting reference L/1683 at the address below

Executive Search & Selection, Price Waterhouse Management Consulting Ltd, 32 London Bridge Street, London SE1 9SY. Fax: 44 (171) 939 3454. Internet: David.Hunter@Europe.notes.pw.com

Chief Financial Officer

Paris 800 000 FF+

Our client is a major international media group with activities covering North America, Europe and Asia and impressive plans for future expansion.

- Review and analyse the financial performance of operating companies and the Head Office.
• Designing and implementing policies and procedures in order to optimise and realise long-term strategic and operational planning by operating companies.
• Innovating and upgrading management information systems.
• Assisting in acquisitions.

Probably in your mid-40s, you will have a strong academic background

(MBA, CA) and a proven track record in managing financial staff in an international environment of listed companies.

You should be a native English speaker, fluent in French and a third European language would be desirable.

Excellent communication skills, international experience and strong mobility are essential to succeed in this exciting and expanding group.

Interested applicants should write, quoting reference ADB13876, enclosing a comprehensive curriculum vitae, salary details, photograph and telephone number to Alexis de Bretteville at Michael Page International, 3 boulevard Bineau, 92300 Levallois Perret, France or fax on +33 1 4757 3918.

Michael Page International International Recruitment Consultants London Paris Amsterdam Dusseldorf Frankfurt Hong Kong Sydney

Finance Manager

Consumer Products

c.£40,000 + Bonus & Benefits North West

Dynamic, ambitious, commercial accountant required by UK plc to make major contribution to strategic business decisions.

- THE COMPANY
• Profitable £40m turnover. Household name supplying major UK retailers and export markets.
• Committed to growth, organically and by acquisition.
• Committed to change and market refocus.

- THE POSITION
• Reporting to Finance Director. Evaluate, challenge and provide input to product mix/pricing proposals and value chain analysis.
• Strong commercial remit. Support and improve business process and enhance MIS. Manage the budgeting and forecasting processes.

- Build and develop multifunctional relationships. Responsible for small finance team.

- QUALIFICATIONS
• Graduate, qualified accountant. FMCG, manufacturing experience preferred. Demonstrative experience of change management. IT literate.
• Instinctively commercial with sound analytical capabilities and strong system implementation skills.
• Robust, flexible and diplomatic with ability to make things happen. A positive attitude, able to motivate and influence management across the business.
• Ambition and potential to take advantage of promotion opportunities.

Please send full cv, stating salary, ref MN60902, to NBS, Courthill House, Water Lane, Wilmslow, Cheshire SK9 5AP

NBS SELECTION LTD a BSN Resources plc company



Tel 01625 539953 • Fax 01625 539801 Aberdeen • Birmingham • Bristol • City Edinburgh • Glasgow • Leeds • London Manchester • Slough • Madrid • Paris



VIACOM



UNRIVALLED OPPORTUNITIES FOR FINANCE PROFESSIONALS

Viacom Inc. is one of the world's largest entertainment and publishing companies and a leading force in nearly every segment of the international media market place. The rapid growth in the group's activities outside of the USA has resulted in Viacom establishing a number of corporate offices around the world to oversee the financial performance and strategic direction of their various operating units.

The London office focuses on providing finance, tax and legal advisory services to operating companies primarily in Europe and Asia which include Paramount, Blockbuster Video, MTV Networks, Simon & Schuster and Virgin Interactive. In an effort to further strengthen the London corporate office, Viacom is now seeking to attract dynamic and entrepreneurial finance professionals for the following positions:

Director of Audit

c.£80,000 + bonus + benefits

Ref: 90098/C

The Position

- Play a pivotal role in the development and implementation of an international audit strategy.
- Develop strong and lasting working relationships with senior local business unit managers to establish audit as a 'value added' service.
- Plan, co-ordinate and supervise multiple audit assignments of a financial and operational nature.
- Assist in broader synergy issues between autonomous operating groups.

The Requirements

- Graduate ACA, with a minimum of 6 years' post-qualified progressive audit experience gained within a premier accounting firm or dynamic multinational corporation.
- Ability to develop a function from new, in an environment of limited and shared resources.
- Highly motivated, entrepreneurial and hands-on individual, with first-class presentation skills.
- International in orientation and highly mobile.

Audit Managers (x2)

c.£50,000 + bonus + benefits

Ref: 90098/B

The Positions

- Work closely with the Director of Audit and take a lead role in the planning and execution of audit field work.
- Develop audit programs, draft audit reports and present findings to senior management across the group, with minimal supervision.
- Provide strategic input into a variety of ad hoc projects.
- Assist the Director in the development of this new 'value added' function.

The Requirements

- Graduate ACAs with a minimum of 3 years' post-qualified experience gained within a blue-chip environment.
- Commercially astute with strong analytical and administrative skills, harnessed to sound practical judgement.
- Persuasive and perceptive with inherent ability to act as a 'business consultant'.
- Exceptional communication skills with proven leadership qualities.

Group Accountant

c.£40,000 + benefits

Ref: 90098/D

The Position

- Reports to the Director of Finance (UK), tasked with providing accounting guidance and assistance to UK operating groups.
- Responsible for financial reporting and accounting for UK holding companies, group consolidations and statutory reporting.
- Develop and operate UK cash pooling/cash forecasting systems.
- Provide input into group restructurings, joint venture arrangements and acquisition programs.

The Requirements

- Graduate, Big 6 trained ACA, with approximately 1-2 years' post-qualified experience.
- Self-motivated, results-orientated individual willing to take the initiative.
- Demonstrate maturity and intellectual capability.
- First-class presentation skills capable of being a service provider to the various operating divisions.

For all the above positions, knowledge of a second European language would be a distinct advantage. To be successful in all these roles, you will need to be energetic, flexible and keen to contribute to this challenging new venture. In return, Viacom can offer unrivalled career prospects and will actively seek to deploy corporate staff in line management roles within the operating businesses in the medium term.

Please send your CV with current salary details to: David Burton, K/F Selection, 252 Regent Street, London W1R 6TL, quoting the appropriate reference.

Alternatively send by fax on 0171-312 0020 or e-mail to cv@kselection.com Internet Home Page: <http://www.kselection.com>



K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL



Our client is a US fast growing hi-tech company. With operations in more than 50 countries, the company generates a turnover of approx \$1.4 billion and employs more than 8,000 people worldwide. Due to strong and constant expansion over the last few years, they are now strengthening their European headquarters in France by recruiting key financial managers

Financial Planning and Analysis Manager

Paris

- Responsibility for analysis, interpretation of financial results.
- To co-ordinate overall business forecasts and financial reporting to US headquarters.
- To manage a team of 4 Senior Financial Analysts.
- Assisting the Vice President and Controller Europe in integrating new acquisitions.

Candidates must possess strong financial analysis skills with a minimum of 10 years experience. In addition, you should have business understanding, organisational ability and relationship management skills. Ref AD14573.

Tax and Treasury Manager Specialist

Paris

- Responsibility for co-ordination of policy implementation with US tax and treasury operations, and for cash management and bank relations in Europe.
- To implement foreign exchange exposure monitoring and hedging policies.
- Providing support and recommendations for Mergers and Acquisitions.

To meet these challenges, candidates will have 3-5 years treasury management experience in a multi-national environment. A sound working knowledge of international cash management techniques is sought, together with experience in the analysis and control of currency and interest risks. Preference will be given to candidates with tax advisory experience. Ref AD14575.

Credit and Commissionnaire Manager

Paris

- To manage a network of approximately 12 country controllers across Europe in decentralised commissionnaire organisation.
- To establish base cost analysis and financial support to Euro Distribution Centre logistics and customer services.
- Initiating and conducting credit and collections all over Europe.

Candidates must have related work experience (10 years) and will have an open and flexible approach with the ability to produce high quality work under tight time pressure. Ref AD14577.

An attractive remuneration package is offered for these key appointments and will include the opportunity to earn performance related bonuses. Opportunities for further career development within the group are excellent. Interested applicants should write, quoting the relevant reference, enclosing a comprehensive curriculum vitae, salary details, photograph and telephone number to Amaury Desailleur at Michael Page International, 3 boulevard Bineau, 92300 Levallois Perret, France or fax on +33 1 4757 3918.



Michael Page International

International Recruitment Consultants
London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

DIRECTOR INTERNAL AUDIT

LONDON BASE
(World Wide Brief)

c. £50,000 Package
+ Attractive Benefits

SOTHEBY'S

Formed over 250 years ago, Sotheby's is today one of the world's largest and most respected firms of fine art auctioneers. Sotheby's operates from 100 offices in 45 countries which in 1995 generated sales in excess of \$1.6 billion. Recent high profile auctions included the largest house sale in history at Baden-Baden, and the record breaking sale of the Kennedy collection in the USA. The Sotheby's name indicates quality and tradition yet a planned programme of investment in technology and operational procedures has positioned the group favourably to capitalise on, and grow, in this competitive arena.

An integral feature of Sotheby's management structure has been the impact and influence that the Internal Audit function has with particular reference to strategy and long term planning within the group. With this in mind, the group is keen to identify an exceptional individual who will take full responsibility for assessing the risk of Sotheby's global business and provide an independent evaluation of the effectiveness of financial and operational controls.

Reporting to senior management based in the United States, you will develop and implement various long range plans that will contain appropriate vision and constructive suggestions designed to enhance operating efficiencies across the group. Daily contact will involve many disciplines including Business Managers, IT and the Legal function.

As a senior management role, the position requires the intellectual and perceptive attributes of a highly motivated graduate Chartered Accountant with audit managerial experience gained both from within the big four and a progressive industrial group. International and US GAAP exposure is also required.

Interested candidates should write to Mark Rowley at Herst Austin Rowley, 30 St. George Street, London W1R 9FA, enclosing a full Curriculum Vitae and quoting reference HAR826. Fax: 0171 409 7872. E-mail: har@globalnet.co.uk

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Part of the Harrison Wills Group

DIVISIONAL FINANCE MANAGER

Rapid Growth Environment

Operating within dynamic markets which are experiencing rapid growth, this high profile market leader is well-positioned to exploit fully the opportunities available and has ambitious but achievable plans to grow at 50% plus per annum. The division, with a current turnover of £30m, is part of a major and expanding UK Group in the FMCG sector. Future career opportunities are excellent.

Kent

Reporting to the Divisional General Manager you will be responsible for all financial issues at 3 locations including:

- Summary information to Group and management information to Divisional Executive team
- Ensuring financial controls are in place and IT systems (SAP) are fully utilised
- Supporting the General Manager in developing and implementing longer-term strategy
- Commercial evaluation of business activities and related profitability, recommending improvements as appropriate

To £45,000,
bonus, car

This broad and challenging role will require a technically strong Qualified Accountant who more importantly has developed and utilised his/her skills in a demanding commercial role. Additionally you will have an analytical approach and be personally credible to peer group and senior management. Your influencing skills will have played a key part in your contribution to a developing or growing business. You must also evidence a proactive and practical approach with a good sense of humour.

Interested candidates should write with full CV, quoting current towards package to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 3DF, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HKW/5579/FT.

Hoggett Bowers

EXECUTIVE SEARCH & SELECTION



Schlumberger

Analyst Pension & Profit Sharing funds

within the Treasury department which has responsibility for overseeing the investment of worldwide pension and profit sharing plans for Schlumberger employees.

A master degree in finance, economics, mathematics or accounting is preferred with a minimum of 3-5 years experience in finance in the investment arena with European funds.

Candidates must have an excellent understanding of budgeting and general financial statement preparation and presentation. This position will allow you the opportunity to participate in establishing investment policy and strategy, managing the external firms investing the plans' assets, employee communications and department administration.

This position will initially be based in Manhattan, New York, with potential relocation back to Europe within several years.

Schlumberger employs 51 000 people of 95 nationalities in 90 countries within 2 business sectors: Oilfield services and Measurement & Systems.

If you enjoy working in a team, have excellent written and oral skills, and would enjoy a mobile career,

please send your application with a C.V. and photograph to

Schlumberger Limited
42, rue Saint-Dominique
75007 Paris - France

International Federation of Red Cross & Red Crescent Societies
Seeks to fill the following position

INTERNAL AUDITOR

This key position ensures the effectiveness of internal control systems relating to funds that are destined specifically for the protection and dignity of human life throughout the world.

Duties will include conducting audits within the Secretariat departments in Geneva and throughout the Field to assess the integrity of financial information, evaluate the adequacy of administrative and accounting controls that are in place, verify the effective economic use of resources and ensure that assets are safeguarded. In addition, you will be required to provide continual follow-up and assistance to Secretariat departments and National Societies to develop and improve their systems of internal controls.

Qualifications include a university degree, with preference for an MBA, and/or a professional accounting accreditation (i.e. C.A.) together with at least 3 to 5 years experience in public accounting or auditing. Excellent negotiation and communication skills in English are required as is the ability to work effectively under pressure. Competence in one of the other official languages of the Federation (French, Spanish or Arabic) is also required.

This position is based in Geneva and travel will be required.

Applications must be received by 25th September, 1996 indicating competition number: 96-088 and addressed to the following:

Director, Human Resources
International Federation of Red Cross & Red Crescent Societies
P.O. Box 372CB-1211 Geneva 19
Fax: 41.22.733.1727

مكتبة الرصد

VICE PRESIDENT, GLOBAL INVESTOR RELATIONS

Substantial executive package



adidas is the world's third largest sports manufacturer and one of the most famous names in the business. With a presence in over 160 countries and an annual turnover in excess of \$2 billion, they are well on the way towards achieving their mission of becoming the world's best sports brand. Following their successful flotation on the Frankfurt and Paris stock exchanges, they need an experienced business professional to promote the benefits of a long-term investment in adidas.

- The Position**
- Reporting to the Executive Board, take responsibility for the development and running of a world-class IR function.
 - Shape and implement a variety of programmes to serve both individual and institutional investors.
 - Effectively represent the Company to the investment community as well as potential investors.
 - Lead the production and presentation of annual and quarterly shareholder reports.
- The Requirements**
- Degree educated, preferably with a further business or accounting qualification as well as exceptional analytical ability.
 - In-depth knowledge and experience of best practice in complex Investor Relations, as well as US or UK accounting and investment practices.
 - A skilled relationship builder with the highest level of oral and written communication skills, ideally fluent in German and English.
 - The ability to work in an autonomous, hands-on and energetic way, in a highly-pressurised role.

Please send your CV with current salary details to:
Ken Brotherton, K/F Selection,
252 Regent Street, London W1R 6HL.

K/F SELECTION

A DIVISION OF KOENIG & FREY INTERNATIONAL

To £55,000 package + benefits Major UK Quoted Group London

Corporate Development Executive

Internal promotion within this profitable and fast growing manufacturing and distribution group has created the opportunity for a first class finance professional. Turnover of £1.3bn has trebled over the past four years through acquisition and organic growth. Working closely with the Chief Executive and the Group FD, the key tasks will be to evaluate and deliver a broad range of corporate development initiatives as the group continues to grow both organically and by acquisition. Good career opportunity into line management.

- THE ROLE**
- Supporting the board in all aspects of acquisitions and disposal transactions to deliver a progressive strategy focusing on shareholder return.
 - Working closely with senior line management on budget preparation and capital expenditure reviews. Reviewing the performance of acquired companies and conducting ad hoc projects.
 - Acting as a key external facing resource for group finance; researching corporate development opportunities and dealing directly with third party advisors.
- THE QUALIFICATIONS**
- Ambitious graduate ACA, aged late twenties to early thirties with prior exposure to corporate development from a corporate, banking or the Profession. A European language advantageous.
 - Adept relationship builder, comfortable operating at board level with the intellect and interpersonal skills to influence and support senior executives across the business.
 - Pragmatic analyst and presenter with strong financial skills. Self-starter able to grow both personally and professionally within the role and progress further.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700



Please reply with full details to:
Selector Europe, Ref: FT01996,
14 Coleman Street,
London EC2A 5PP

Controller - France

World leading service company

c. FF700,000 + Bonus + Benefits Paris

Our client, with worldwide revenue in excess of \$3 billion, is recognised as being the market leader in the transportation service industry. This U.S. based multinational corporation is currently seeking a Controller for its French business unit, the largest and most profitable operation in Europe. Reporting to the General Manager - France and functionally to the Controller of European Operations, responsibilities will include:

- Directing the financial and accounting functions of a \$200 million business unit in accordance with U.S. GAAP standards and local statutory requirements.
- Prepare, analyse and interpret financial matters for utilisation by management in the decision making process and evaluate the data with reference to company and unit objectives.
- Establish and maintain an integrated financial plan consistent with the company's goals and objectives, both short and long term, analysed and revised as required and communicated to all levels of management.
- Develop and revise internal control standards to provide guidance and assistance to other members of management in ensuring conformance with company standards.
- Oversee assigned tax, treasury, purchasing and MIS functions, maintain appropriate relationships with internal and external auditors and develop and maintain systems and procedures in accordance with company standards.

The ideal candidate will be a qualified accountant and probably an MBA with at least 10 years PQE gained with U.S. multinational organisations and possess prior Controllership or FD experience. Given the highly commercial focus of this position, the individual will display both strong technical skills and considerable business acumen and be able to operate in an environment that is transitioning to a centralised shared service structure.

This is a challenging and demanding role which will require a proactive individual with superior communication skills, a grasp of day-to-day management as well as the ability to make a significant contribution, at a strategic level, to the performance and profitability of the company. Fluent English and French is essential.

Suitable candidates should forward their details to the advising consultant, Jonathan Kidd, at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH. Tel: 0171 333 0035. Fax: 0171 333 0032. Please quote reference HNF151F. You may also apply via http://taps.com/Harvey_Nash



SENIOR EUROPEAN FINANCE DIRECTORS

Spain Sweden France Germany

A dynamic multi-national, our client has revolutionised the IT market through unique sales techniques and an exceptional customer commitment. Strong financial management is fundamental to the continued market growth and success of this company and is a key factor in determining its future strategy.

Revenue growth in excess of 45% per annum and a series of internal promotions throughout Europe have created four outstanding opportunities for ambitious Senior Finance Executives in Spain, Sweden, France and Germany.

The successful candidates must be accomplished communicators, have a high degree of commercial acumen, and the ability to positively influence business performance and lead in decision making at national and regional levels.

Equally, you must be fluent in English and at least one of the above local languages, and be able to demonstrate considerable success in international financial management at a senior level. Tenacity, flexibility, mental toughness and ambition will provide you with exceptional career opportunities within this vibrant global Corporation.

Candidates interested in these outstanding opportunities should send/fax their CV (in English) to our advising consultants Jane Storie and Mark Pockels at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY, United Kingdom. Fax: 44 171 209 0001 or 44 171 813 9479. Tel: 44 171 209 1000. Quoting reference: FT000.



Ghana

Abscon Goldfields Limited is in the final stages of the transition from Gold Employer to Producer with the challenge of bringing on stream a mine with a Gold Production of 280,000 ounces a year and an annual operating budget of approximately US\$60m. Our client is 50% owned by Ranger Minerals, a publicly quoted company based in Perth, Western Australia.

They are now seeking to recruit a high calibre individual to help spearhead the company's next phase of development. Reporting to the Operations Manager on-site, you will operate as part of the senior management team, assisting with the development of broad operating philosophy for the project.

- Your key responsibilities will include:
- Development of operational controls and reporting procedures.
 - Implementation and development of an Integrated Accounting System.
 - Financial Analysis and Cash Flow Management.
 - Budgetary Co-ordination and control.
 - Corporate and statutory reporting including taxation.
 - Management of Personnel and Procurement functions comprising 34 staff.

£55,000 + expatriate package

You will be a qualified Accountant with a proven track record of success at a senior level. Possessing strong interpersonal as well as team management skills you will have had broad exposure to administrative procedures. Previous industry related experience is desirable, but not essential, however, knowledge of working in a multi-currency environment is a prerequisite.

Age will not be a barrier, but candidates should be adventurous, outgoing and able to meet the challenges of living in a tropical climate in West Africa. Contracts for the position are specific to the requirements of the project, however, it is envisaged that contracts will for a period of three years with a possible extension.

Situated in the Tarkwa district of south western Ghana, local conditions are excellent and the environment is family orientated. The post attracts a generous benefits package including accommodation, 70 days' leave per annum, travel, medical and other expatriate allowances.

For further information in the strictest confidence contact Graham Guess on 01895 850 582. Alternatively, send your resume quoting reference number 1119/98 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax number: 01895 850 775



BRITISH VIRGIN ISLANDS

Due to the continued expansion of our Tortola office, we are seeking to recruit a

CHARTERED/CERTIFIED ACCOUNTANT

The successful applicant should have 3-4 years post qualification experience and should be sufficiently proficient in their knowledge of I.T. systems to manage the existing I.T. installation and liaise with Group head office in the development and maintenance of systems.

Reporting to the Managing Director, this position will form an integral part of the senior management team and carries responsibility for all internal operating controls and systems. Experience in the offshore financial field would be an advantage but is not essential.

THIS POSITION REPRESENTS AN OPPORTUNITY FOR A CAREER PATH INTO A SENIOR MANAGEMENT POSITION FOR AN AMBITIOUS PERSON WISHING TO JOIN A MAJOR OFFSHORE FINANCIAL SERVICES GROUP.

An attractive package is offered, including an incentive scheme, non contributory pension arrangements, company car and health scheme.

Applications, including a full C.V. should be addressed to:
Box A5682, Financial Times,
One Southwark Bridge, London SE1 9HL

Spanish or Russian Speaking Accountants/MBAs International M&A/Corporate Finance

Mid/Late-20s to c.£40,000 + Car West London

Our Client is a substantial international division of a major blue chip UK Plc with worldwide operations and a market leader in its consumer product sector.

Growth opportunities and planned expansion have created a need for one, possibly two, exceptional young individuals to join its small Business Development team working within the overall divisional finance function in the capacity of Senior Corporate Finance Analyst(s), to provide support to the Corporate Finance Director.

The Business Development team works at the highest level within the division, both at the centre and with local/regional operational management worldwide. It provides a commercial/financial evaluation and centrally based "corporate finance service" across the division on a global basis.

As a key member of an integrated project team you will evaluate potential acquisitions/JVs/disposals, structure deals, participate in or co-ordinate due diligence and generally project

manage the deal process. You will be required to communicate and liaise effectively with senior management, within the organisation and with vendors, as well as with external advisers and, therefore, you should be capable of building strong high-level working relationships. Excellent career development opportunities are likely to follow from this role.

You will be a graduate ACA/ACMA or MBA in your mid/late 20s, highly PC-literate and possessing strong analytical skills. Experience of project related work including DCF modelling skills, ideally gained in a corporate finance environment either in industry, the profession or an investment bank is highly desirable. You must also be a fluent/good Spanish or Russian speaker.

You should write or fax in confidence, enclosing your resume and current salary details and daytime/evening telephone numbers, quoting reference 609/A on both envelope and letter/fax, to the address below:

Chryssapha Flammler Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP (Fax: 0181 528 9878).

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:
Robert Hunt on +44 0171 873 4095

Working Towards Equality

EUROPEAN FINANCIAL CONTROLLER DIRECTOR DESIGNATE

£35-45k + Bonus + Benefits

Welsh International is a major global supplier of sales and marketing information systems to the Pharmaceutical and Healthcare Industry. With a turnover in excess of \$60m and operations in 13 countries it has recently been successfully floated on the Nasdaq Stock Exchange. Based at the UK corporate office in London this challenging new position is a result of their rapid growth over the last 5 years.

This key role offers a wide scope of influence and accountability. Reporting to the Chief Financial Officer, you will be responsible for the consolidation and analysis of plans, budgets, forecasting and results of 8 European Subsidiaries. Working closely with the VP Europe, you will provide support in the setting and reviewing process of plans and budgets

Please apply in writing with full career and salary details to Richard Edmondson, Mercuri Urval Limited, Peat House, 45 Church Street, Birmingham B3 2RT, quoting reference 8508/200.

SW London
together with actively supporting the Financial Controllers in each European country in driving initiatives forward. You will need to be a qualified Accountant with at least 5 years PQE. Having worked with a multi-national company you should have a mix of operational and HQ experience, ideally within a service oriented environment. Knowledge of PC based computer systems is essential whilst a second European language and knowledge of USA statutory requirements is an advantage. This demanding role requires a proactive individual used to managing change, with energy and initiative together with strong interpersonal skills. Welsh International is a growing international company and excellent career development opportunities will be available for the successful candidate.

Mercuri Urval

COMMERCIAL DIRECTOR

Midlands

Great 40k Pkgs
BMW 520i - Book Rev



THE COMPANY

Our client, a dynamic and profitable customer-focused retail services company, turnover in excess of £25m, is poised for a major programme of restructuring and change. With the backing of a large multi-national group, the new management team is putting in place an ambitious strategy for growth.

THE OPPORTUNITY

You will take full accountability for the financial management of the operations. The management responsibility will cover a broad range of lead office finance and non-financial functions. A key element of this important new position will be working closely with senior colleagues and corporate clients to enable and facilitate strong commercial decision-making.

THE CANDIDATE

The successful candidate will be a graduate qualified accountant, currently operating at senior management level, with a positive record of achievement in a retail or similar environment. A high level of drive and enthusiasm will be looked for together with a clear head for figures and a natural instinct for profitable business management.

If you are interested in the exciting opportunity, please write, in confidence to Neil Atkinson at ABPM, 7 Eldon Chambers, Nottingham NG1 2HS, enclosing your CV with present remuneration, day and home telephone numbers.

OFFICES AT LEEDS, SHEFFIELD, NOTTINGHAM AND MANCHESTER

ROMANIA OPPORTUNITY

THE BUSINESS IS A JOINT VENTURE BETWEEN A SUCCESSFUL US OWNED MARKET LEADER AND A MAJOR ROMANIAN CHEMICAL MANUFACTURER. YOU WILL BE BASED AT A NEW PLANT PRODUCING BATCHES OF SPECIALTY CHEMICALS. BOTH THESE ROLES REQUIRE AN UNDERSTANDING OF BATCH MANUFACTURE WHILST INTERNATIONAL EXPERIENCE ALLIED TO KNOWLEDGE OF ROMANIAN OR GERMAN WILL BE ADVANTAGEOUS. PACKAGES INCLUDE FREE HOUSING WHILST IN ROMANIA FOR AN INDIVIDUAL OR FAMILY, GENEROUS TRAVEL EXPENSES, AND EXCELLENT PENSION AND HEALTHCARE PROVISION. SALARIES AND EXPENSES CAN BE PAID IN THE CURRENCY OF CHOICE.

PLANT FINANCIAL CONTROLLER

NEG £50,000

QUALIFIED AND EXPERIENCED MANAGER REQUIRED TO ENSURE A COMPREHENSIVE FINANCIAL AND MANAGEMENT ACCOUNTING SERVICE TO THE GENERAL MANAGER AND HIS TEAM AND EFFECTIVE REPORTING TO THE UK BASED GROUP FINANCIAL CONTROLLER.

MANAGEMENT ACCOUNTANT

NEG £30,000

PROBABLY QUALIFIED YOU MUST BE VERY EXPERIENCED IN BATCH COSTING, BUDGETING AND VARIANCE ANALYSIS.

PLEASE FORWARD COMPREHENSIVE CV DETAILS TO ROBERT EDWARDS AT RTE CONSULTING, THE HEATHERS, CARBURY ROAD, PENYNGROES, LLANELLI, CARMES, S. WALES, GB. SA14 7PH. TEL/FAX (01269) 831595.

FINANCE DIRECTOR

KEY ROLE MANAGING CHANGE WITHIN DYNAMIC SERVICE BUSINESS

NORTHERN HOME COUNTIES c.£60,000 + SIGNIFICANT BONUS + BENEFITS

• £80 million turnover UK subsidiary of a leading international group, operating within a competitive and demanding sector of the business to business service market.

• Recently appointed Managing Director wishing to augment his senior management team with a commercially focused finance professional to help achieve a planned doubling of the business over the next five years.

• Broad brief, expected to contribute across all aspects of the business as part of the senior management team, with the emphasis on improved operating efficiency and service quality. Key tasks include: strengthening of financial controls, proactive development of strong links with the business, and the provision of financial information that is of real value to the management team.

• Particular emphasis on the motivation of the 40 strong finance team during a period of considerable change, encouraging empowerment, increased accountability and responsibility.

• Probably in your mid to late thirties, of graduate calibre and a qualified accountant. Wide ranging finance experience some of which should, ideally, have been gained in a multi-site service business. High degree of systems literacy and proven ability to develop staff, you must also be able to demonstrate strong commercial skills.

• Credible at Board level, with excellent interpersonal skills, you will combine solid technical ability with sound business judgement and a proactive approach to establishing finance as a valued contributor to the development of the business. Success in this role will lead to opportunities for career progression elsewhere within the Group.

Please send in writing quoting reference 1212 with full career and salary details to:

Susan Ryder
Whitehead Selection Limited
11 Hill Street, London W1K 8BB
Tel: 0171 290 2043
http://www.whitehead.co.uk/whitehead

Whitehead SELECTION

APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For further information please contact:
Toby Finden-Crofts
+44 0171 873 3456

FINANCIAL CONTROLLER

The Company

A rare opportunity to join a dynamic, progressive and highly successful American retail organisation as they embark upon an ambitious UK launch that will result in over 60 stores throughout the UK in the next 5 years. The company is strongly committed to its staff and encourages an innovative and entrepreneurial approach, whilst maintaining a high quality and extremely profitable company.

The Role

Responsible for the entire financial management of the UK company, you will be heavily involved in planning and forecasting for the successful launch, together with developing financial control and management information systems. You will work closely with the Managing Director, deputising in their absence and be closely involved in commercial and operational issues. Your role will quickly develop as the company grows and you will play a key role in analysing the potential of new sites.

Midlands

c £40,000 + package

The Appointee

Energetic, ambitious and pro-active, you will have excellent technical skills together with a commercial approach. You will have at least four years post qualified experience within retailing and be seeking a challenging role where you can assist in driving the business forward. Demonstrating strong interpersonal skills you will have an innovative and inquisitive manner and be committed to providing a high quality service to the business and its customers.

Hays Executive STRATEGIC SEARCH & SELECTION

To apply please write enclosing your CV and salary details together with a covering letter outlining your relevance to this role to Neil Holmes at Hays Executive, 188 - 190 Spon Street, Coventry, CV1 3BB

PAXAR US MULTINATIONAL - FAST GROWING EUROPEAN SUBSIDIARY CHIEF FINANCIAL OFFICER

c.£60,000 + bonus + benefits WEST LONDON

Paxar Europe is a wholly-owned subsidiary of Paxar Corporation, a global c.£135million world leader in the manufacture of identification products and systems for the retail apparel and textile industries. With European sales of c.£32million, a combination of organic growth and acquisition activity in its markets will enable the company to continue to expand rapidly and profitably. An outstanding opportunity now exists for a Chief Financial Officer to play a key part in its growth.

The Position

- Report to the CEO, Paxar Europe, manage financial implications, reporting and details of investments and trading throughout Europe.
- A senior member of the management team involving him/herself with future strategic direction of the company.
- Play a major role in acquisition activity and joint venture negotiations.
- Establish a sound relationship between senior management of both the US parent company and the various operations forming Paxar Europe.

The Requirements

- Experience in managing financial transactions, including acquisition and joint ventures, within Europe.
- A successful track record in financial management of a manufacturing company with experience in understanding financial reporting in major European countries.
- A qualified chartered or management accountant with a degree, possibly an MBA and fluency in English and at least one other major European language.
- Strong financial, business, IT and interpersonal skills with the highest levels of intellect, energy and integrity.

Please send your CV with currently salary details to David Gibbs, K/F Selection, Concorde House, Trinity Park, Bickenhill Lane, Solihull B37 7ES.

quoting ref: 90991/B. Alternatively send by fax on 0121-782 2574 or e-mail to cv@kfselection.com Internet Home Page: http://www.kfselection.com

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

£60k + car + benefits and relocation

In business, as in life, survival is reliant on managing risk. Internal Audit is a key component of the risk management process, one of the fastest growing business sectors at Arthur Andersen, part of the World's largest professional services firm.

Our UK team comprises outstanding professionals performing independent audits and financial reviews for companies that demand real value from internal audit. Using Global Best Practices and our Business Risk Model™, we share knowledge on a global basis and help turn risk into opportunity. In order to meet this demand, we are now looking for a senior professional to head up our internal audit team.

Leading a team of consultants and possibly travelling throughout the UK, you will be responsible for a number of internal audit outsourcing and consultancy contracts. You will be responsible for the development of a professional qualification, you will probably have a degree in accountancy or a related discipline.

With a professional qualification, you will probably have a degree in accountancy or a related discipline. You will have a progressive international career with a proven track record in internal audit. You will have the potential to operate within a consultancy environment. You will have a proven track record in internal audit. In addition, you are likely to have experience in financial risk management, particularly in relation to the insurance industry. You will have a proven track record in internal audit. Our training and career progress is one of the best in the industry.

Please send your CV including full salary details to: David Gibbs, Arthur Andersen, Concorde House, Trinity Park, Bickenhill Lane, Solihull, Warwick, CV56 4EJ. Closing date: 16th September 1996.

ARTHUR ANDERSEN

Birmingham Bristol Cambridge Edinburgh Glasgow Leeds London Manchester Newcastle Nottingham St Albans Thames Valley

Financial Controller

World leader in transportation systems

Midlands - c. £40,000 + car + benefits

Formed by an alliance of two major worldwide organisations, our client is part of an internationally based transportation group operating in an exciting, challenging market, with a strong local presence. The Group employs in excess of 4,000 people in the UK, with a turnover of £400m, and employs 25,000 people worldwide, with a turnover in excess of £3bn. Our client manufactures turnkey transportation solutions and has a range of high profile reference sites throughout the world.

This new role has been created to enable the Finance Director of the company to concentrate on finance issues at a strategic level. The Financial Controller will be expected to proactively take control of the function in order that the Finance Director can quickly shift his focus. Overall, the individual will be responsible for all aspects of the accounting process and the co-ordination of the budgeting and forecasting cycle and will be supported by a small team to manage these activities.

A qualified accountant, preferably CIMA, you can demonstrate strong technical accounting skills, ideally in a manufacturing environment. You should display effective leadership skills and a commitment to

developing the competencies of people around you. To excel in this role you will need to present a determined personality and take the lead in developing successful relationships with your peers and the executive team and be able to operate in a decentralised project structure. Computer literacy and sound problem solving skills as well as the ability to work to tight deadlines will also be required in this role.

In return you will be offered a competitive compensation package with the opportunity to progress your career locally or internationally.

To be considered for this position please send your curriculum vitae with current salary details and an explanation on how your experience meets the above criteria to Paul Medley, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3TH, (fax: 0171-831 1022), quoting reference PM0056.

ERNST & YOUNG
The United Kingdom firm of Ernst & Young is a member of Ernst & Young International

مكتبة الامم المتحدة

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 777) 873 4376 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIS RECOGNISED)

Table listing various fund units and their prices under the Bermuda section.

BERMUDA (REGULATED)**

Table listing various fund units and their prices under the Bermuda (Regulated) section.

GUERNSEY (SIS RECOGNISED)

Table listing various fund units and their prices under the Guernsey (SIS Recognised) section.

GUERNSEY (REGULATED)**

Table listing various fund units and their prices under the Guernsey (Regulated) section.

Table listing various fund units and their prices under the M & C (Guernsey) Ltd section.

IRELAND (SIS RECOGNISED)

Table listing various fund units and their prices under the Ireland (SIS Recognised) section.

IRELAND (REGULATED)**

Table listing various fund units and their prices under the Ireland (Regulated) section.

GUERNSEY (REGULATED)**

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GUERNSEY (SIS RECOGNISED)

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Table listing various fund units and their prices under the Small International (Guernsey) Ltd section.

IRELAND (SIS RECOGNISED)

Table listing various fund units and their prices under the Ireland (SIS Recognised) section.

IRELAND (REGULATED)**

Table listing various fund units and their prices under the Ireland (Regulated) section.

GUERNSEY (REGULATED)**

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GUERNSEY (SIS RECOGNISED)

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Table listing various fund units and their prices under the L&T Asset Management Ltd section.

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GUERNSEY (SIS RECOGNISED)

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Table listing various fund units and their prices under the All Asset Management Ltd section.

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Table listing various fund units and their prices under the Goldman Sachs section.

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Table listing various fund units and their prices under the Sellaers Investment Group section.

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GUERNSEY (SIS RECOGNISED)

Table listing various fund units and their prices under the Guernsey (SIS Recognised) section.

Table listing various fund units and their prices under the Michael Bank Fund Managers section.

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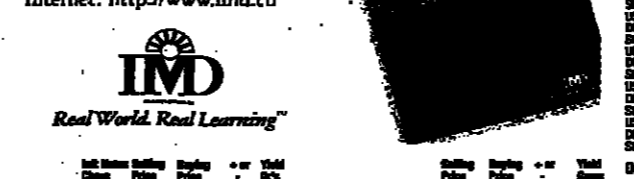
GUERNSEY (SIS RECOGNISED)

Table listing various fund units and their prices under the Guernsey (SIS Recognised) section.

Offshore Funds

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BERMUDA (SIS RECOGNISED)

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Offshore Funds

FT MANAGED FUNDS SERVICE

Offshore Funds and Insurances

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 171) 873 4376 for more details.

Main table containing fund names, prices, and performance data. Includes sub-sections for Luxembourg (Regulated), Offshore, and Insurance.

معلومات الاصل

FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (44-171) 873 4378 for more details.

Main table containing fund names, prices, and performance metrics. Includes columns for fund name, price, and various performance indicators.

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OTHER OFFSHORE FUNDS
AT&T Management Ltd
Fidelity Management Ltd
M&P Management Ltd
... (list of other fund providers)

MANAGED FUNDS NOTES
This section provides detailed information and notes regarding the managed funds, including performance details and contact information.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector with columns for company name, price, and change.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector.

BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector.

BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector.

BUILDING MATS. & MERCHANTS

Table listing companies in the Building Mats. & Merchants sector.

CHEMICALS

Table listing companies in the Chemicals sector.

CHEMICALS - Cont.

Continuation of Chemicals sector table.

DISTRIBUTORS

Table listing companies in the Distributors sector.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector.

ELECTRICITY

Table listing companies in the Electricity sector.

ELECTRONIC & ELECTRICAL EQPT

Table listing companies in the Electronic & Electrical Eqpt sector.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of Electronic & Electrical Eqpt sector table.

ENGINEERING

Table listing companies in the Engineering sector.

ENGINEERING - Cont.

Continuation of Engineering sector table.

ENGINEERING, VEHICLES

Table listing companies in the Engineering, Vehicles sector.

EXTRACTIVE INDUSTRIES

Table listing companies in the Extractive Industries sector.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of Extractive Industries sector table.

FOOD PRODUCERS

Table listing companies in the Food Producers sector.

FOOD PRODUCERS - Cont.

Continuation of Food Producers sector table.

GAS DISTRIBUTION

Table listing companies in the Gas Distribution sector.

HEALTH CARE

Table listing companies in the Health Care sector.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector.

HOUSEHOLD GOODS - Cont.

Continuation of Household Goods sector table.

INSURANCE

Table listing companies in the Insurance sector.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INV TRUSTS SPLIT CAPITAL

Table listing companies in the Inv Trusts Split Capital sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

Advertisement for TREACLE by ACL. Includes an image of a jar of Treacle, the text 'In a word, TREACLE', and contact information: '0800 269895'. The ad describes Treacle as a solution for company car funding and management.

معلومات الاصل

LONDON SHARE SERVICE

مكتبة العمل

MY TRUSTS SPLIT CAPITAL - Cont.

Table listing various investment trusts and their performance metrics.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts and their performance metrics.

INVESTMENT COMPANIES

Table listing investment companies and their performance metrics.

LEISURE & HOTELS

Table listing leisure and hotel companies and their performance metrics.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies (continued).

LIFE ASSURANCE

Table listing life assurance companies and their performance metrics.

MEDIA

Table listing media companies and their performance metrics.

PROPERTY

Table listing property companies and their performance metrics.

PROPERTY - Cont.

Table listing property companies (continued).

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PAPER, PACKAGING & PRINTING - Cont.

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Table listing paper, packaging and printing companies (continued).

RETAILERS, FOOD

Table listing retailers and food companies.

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TELECOMMUNICATIONS - Cont.

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TEXTILES & APPAREL

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TEXTILES & APPAREL

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AM - Cont.

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Table listing American companies (continued).

Advertisement for Merseyside: 'OUR EMPLOYEES ARE VERSATILE, RELIABLE AND DEDICATED. WE ARE PROUD TO BE PART OF MERSEYSIDE. A pool of talent. 0800 22 0151'

GUIDE TO LONDON SHARE SERVICE. Prices for the London Share Service... FT Free Annual Reports Service... FT Company Focus / Focus Plus... FT Cityline...

LONDON STOCK EXCHANGE

MARKET REPORT

Big fund raising hint fuels takeover talk

By Steve Thompson, UK Stock Market Editor

A sudden and powerful burst of takeover rumour-inspired activity in the pharmaceuticals sector, plus a bullish survey of distributive trades from the Confederation of British Industry were behind a strong showing by leading UK stocks yesterday.

At the close, the FT-SE 100 index was 14.5 higher at 3,857.2. Second-line stocks were left well behind, however, as the big institutions and speculators concentrated their resources on the leaders.

The close was in contrast to the start of trading which saw share prices struggling to cling on to modest early gains, with market-makers unconvinced about Wall Street's security so close to the non-farm payroll report.

Market talk suggested that one of the big investment banks had raised between \$50m and \$50m on Wednesday and that the money would be used in helping to finance a big FT-SE 100 takeover bid.

and SmithKline accounted for no less than 10.3 FT-SE 100 points. There was a measure of disappointment with the level of turnover in equities, which came out at 861.5m shares at the 8pm count. Customer business on Wednesday was worth £1.55bn.

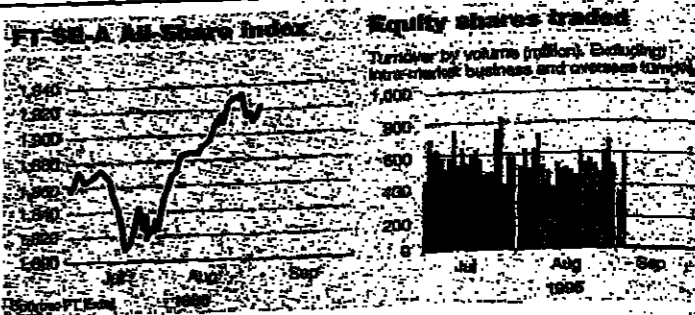


Table with 2 columns: Indices and ratios, and Worst performing sectors. Includes FT-SE 100, FT-SE Mid 250, FT-SE 350, FT-SE All-Share, and various sector performance metrics.

Bid talk lifts Zeneca

By Joel Kibazo and Lisa Wood

In the last hour of trading, shares in pharmaceuticals giant Glaxo Wellcome and those of Zeneca moved sharply ahead as talk of a bid from the former for the latter spread through the market.

386 1/2p, after a broker turned negative on the stock. In a review on the prospects for several energy stocks in the period beyond 1996, analysts at Kleinwort Benson downgraded their recommendation on National Power from "hold" to "sell".

consumer spending on AWP, or fruit machines, which have been allowed recently to increase their pay-outs. Fruit machines can contribute more than 20 per cent of a managed pub's profits.

Spencer, which added 9 to 495 1/2p, and Next which advanced 6 to 572 1/2p. Dixons added 10 1/2 to 542 1/2p following its agm, where like-for-like sales were said to be better than expected.

was said to have acted through Kleinwort Benson. Shares in Enterprise fell 9 1/2 to 530p. Volume was 1.4m.

By the time the session drew to a close, shares in Zeneca had raced 43 ahead to a record 1,587 1/2p, after trading 2.9m, while those in Glaxo had improved 2 1/2 to 836 1/2p, in volume of 5.3m.

There was heavy trading in the options market in Bess, which fell 14 to 80 1/2p, with some traders understood to have taken the view that it could fall as low as 75p.

Financial Times Equity Indices table showing performance for various indices like FT-SE 100, FT-SE Mid 250, FT-SE 350, FT-SE All-Share, and various sector indices.

London Recent Issues: Equities table listing various companies and their share prices, including AstraZeneca, Glaxo Wellcome, and Zeneca.

FT Gold Mines Index table showing performance for various gold mining companies like AngloGold, Barrick, and Placer Dome.

Futures and Options table showing prices for FT-SE 100 Index Futures, FT-SE Mid 250 Index Futures, FT-SE 350 Index Futures, and FT-SE All-Share Index Futures.

Trading Volume table showing major stocks traded yesterday, including AstraZeneca, Glaxo Wellcome, Zeneca, and various other companies.

Financial Publishing Insurance advertisement. Includes headline 'INSURANCE', sub-headline 'With the increasing complexities and competition within the insurance market it is crucial that you stay aware of the core developments shaping the global insurance industry.', and a list of insurance services offered.

FT-SE Actuaries Share Indices table. A large table with multiple columns showing performance metrics for various share indices, including FT-SE 100, FT-SE Mid 250, FT-SE 350, FT-SE All-Share, and various sector indices.

Handwritten Arabic text: 'مكتبة الاموال'

Highs & Lows shown on a 52 week basis WORLD STOCK MARKETS

Table of stock market data for Europe, including sections for Austria, Germany, Italy, and the UK. Columns include stock names, prices, and changes.

Advertisement for Rockwell: 'In the world of automotive component systems, Rockwell is world class.' Includes the Rockwell logo and contact information.

Table of stock market data for Asia, including sections for Hong Kong, Japan, Korea, and Taiwan. Columns include stock names, prices, and changes.

Table of stock market data for Oceania, including sections for Australia and New Zealand. Columns include stock names, prices, and changes.

Table of stock market data for Africa, including sections for South Africa and Zimbabwe. Columns include stock names, prices, and changes.

Table of stock market data for South America, including sections for Brazil and Chile. Columns include stock names, prices, and changes.

Table of stock market data for the Middle East, including sections for Israel and Turkey. Columns include stock names, prices, and changes.

Table of stock market data for the Pacific region, including sections for New Zealand and Australia. Columns include stock names, prices, and changes.

US INDICES table showing Dow Jones, S&P 500, and other market indicators with columns for current values and percentage changes.

Table of stock market data for various international markets including Canada, Mexico, and other regions.

INDEX FUTURES table showing futures prices for various indices like S&P 500, Dow Jones, and Nikkei.

Table of stock market data for the most active stocks, listing names, prices, and volume.

Footnote and disclaimer text: 'FT FREE ANNUAL REPORTS SERVICE... For the latest news, visit our website at www.ft.com'

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'NEW YORK STOCK EXCHANGE PRICES', 'NASDAQ LISTED STOCKS', and 'NASDAQ LISTED STOCKS'.

Advertisement for Hewlett-Packard with text: 'Time waits for no one. If the business decisions are yours, the computer system should be ours. http://www.hp.com/go/computing'

Handwritten text in Arabic script: 'مخازن الأصل'

Continued on next page

NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, and change. Includes sub-sections for 'Continued from previous page' and 'T'.

Table of NYSE stock prices including columns for stock name, price, and change. Includes sub-sections for 'U' and 'V'.

Table of NYSE stock prices including columns for stock name, price, and change. Includes sub-sections for 'W', 'X', 'Y', and 'Z'.

NASDAQ NATIONAL MARKET

Table of NASDAQ stock prices including columns for stock name, price, and change. Includes sub-sections for 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', and 'Z'.

Table of NASDAQ stock prices including columns for stock name, price, and change. Includes sub-sections for 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', and 'Z'.

Table of NASDAQ stock prices including columns for stock name, price, and change. Includes sub-sections for 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', and 'Z'.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, and change.

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Advertisement for Portugal newspaper featuring the headline 'Have your FT hand delivered in Portugal.' and contact information for various cities.

AMERICA

Employment figures hit bonds, shares

Wall Street

Rising bond yields led US shares to modest losses as investors in both markets anxiously awaited today's release of data on August employment levels, writes Lisa Brunsten in New York.

At 1 pm, the Dow Jones Industrial Average was off 23.31 at 5,633.59, the Standard & Poor's 500 was 3.48 lower at 652.13, and the American Stock Exchange composite fell 1.97 at 559.31.

NYSE volume

NYSE volume was 205m shares.

Bonds exerted some downward pressure on shares as news that first-time claims for unemployment benefits fell by 15,000 last week, causing some speculation that today's figures on August employment might be stronger than the markets had expected.

The technology-rich Nasdaq composite was 8.04 stronger at 1,135.78 and the Pacific Stock Exchange technology index was 1.2 per cent lower.

BA awaits summit news

Buenos Aires edged ahead at midsession as investors awaited news from a ruling Peronist party summit meeting. The Merval index was 1.55 higher at 518.08.

S Africa industrials ahead

Johannesburg's industrial shares picked up after a slow start to end firm on futures-led trade. Golds, however, failed to shine as they tracked a lower bullion price and ignored a further slide in the rand which, analysts noted, usually translated into higher earnings for the mining sector.

FT&S&P ACTUARIES WORLD INDICES

Table with columns for Regional Markets, US, and FT&S&P Actuaries World Indices. Includes sub-tables for Wednesday September 4 1996 and Tuesday September 3 1996.

EUROPE

Paris investors turn their backs on bad news

Special situations continued to lift PARIS, with investors calmly turning their backs on recent dull economic news and the pressures besetting the franc.

At the close, the CAC-40 stood another 11.46 higher at 1,996.23. Volume, still seasonally sub-average, showed signs of improving, and there was support from the futures market where trade in the September contract was said to have been brisk.

Among leading stocks, Danone jumped more than 4 per cent, rising FF729 to FF7721 on the back of top-20 interim results.

Canada

Toronto made a slow start, mirroring quiet trading on Wall Street. Declines comfortably outnumbered gains in early trading but the TSE composite still edged 0.32 higher to 5,164.08 at noon.

The SET index dropped 2.6 per cent with many finance based shares hitting 10 per cent daily limit lows. The index lost 27.06 at 1,022.63, down from 1,415 in early February, on unconfirmed rumours that up to four brokerage firms were facing problems from defaults by small investors.

Asia Pacific

Rumours of financial problems among a number of brokerage and finance groups led BANGKOK to a low for the year after sharp falls during the afternoon session.

The Nikkei 225 average closed 177.95 higher at 30,379.62 after moving between 30,214.93 and 31,443.20, 20,487.24. Domestic institutional targets included steels, shipbuilders and electricals.

Volume totalled 343m shares against 255m. The Topix index of all first section stocks rose 16.81 or 1.1 per cent to 1,587.80 and the Nikkei 300 gained 2.63 to 289.84. Advances overwhelmed declines by 870 to 213 with 135 unchanged.

Roundup

Heavy short selling left stocks returned to a flat start, after recent profit taking by overseas investors. Nippon

FT-SE Actuaries Share Indices

Table with columns for Hourly changes, Open, 10.30, 11.00, 12.00, 13.00, 14.00, 15.00, Close. Includes FT-SE 100, FT-SE 250, FT-SE 350, FT-SE 400, FT-SE 500, FT-SE 600, FT-SE 700, FT-SE 800, FT-SE 900, FT-SE 1000.

Valero rose FF14.50 to FF262.50. Cerus, whose broker estimates of net asset value range above FF103.00, surged FF11.30 to FF109.80.

For Preussag shares from neutral to underweight, having reduced its earnings forecasts from DM23 to DM18 a share for the current year to September 30, and from DM27.50 to DM21.40 for 1996-97. The shares fell DM7.7 to DM34.8.

Default rumours push Bangkok into 2.6% slide

Default rumours of financial problems among a number of brokerage and finance groups led BANGKOK to a low for the year after sharp falls during the afternoon session.

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Telegraph and Telephone

rose 116,000 to 7802,000. DDI, the long distance telecom operator gained 223,000 to 7886,000.

Overseas investors and domestic institutions bought large capital steels and shipbuilders. Kobe Steel rose Y5 to Y290, Mitsubishi Heavy Industries Y14 to Y878, and Hitachi Zosen Y9 to Y540.

Profit taking hit some oil refiners and distributors after the rally in crude oil prices triggered by the US missile attacks against Iraq. Fuji Kosen fell Y12 to Y490 and Nippon Oil Y12 to Y672.

Heavy short selling left

stocks returned to a flat start, after recent profit taking by overseas investors. Nippon

vetti is not, and never has been, strong enough to develop a business in telecoms. The current business just cannot afford to finance the future business."

The broad market was weak, leading the Comit index 6.75 down at 581.78. Stat, however, added L54 to L4,765 after IRI approved the spinning-off of its yellow pages publishing subsidiary.

ZURICH edged lower ahead of today's US economic data and the SMI index fell 7.1 to 3,627.1. Roche certificates which lost ground on Wednesday after a Merrill Lynch downgrade, remained under pressure, falling SF65 to SF69.75.

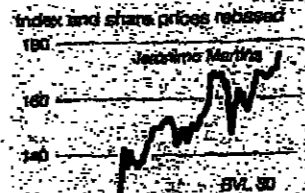
STOCKHOLM featured a

drop of SEK40 to SEK270 in Sinterest which took shares at 79.23 as Salomon Brothers cut its profits forecasts on three Hong Kong-listed H shares and maintained its underperformance stance on all the H shares.

Properties were weak with

Suz Hong Kai and Cheng Kong each 50 cents lower at HK\$74.26 and HK\$84. In the banking sector, Hang Seng Bank fell 25 cents to HK\$78.26.

Portugal



showing a mixed tendency. The AEX index ended off 1.08 points at 583.06. The supermarkets group, Ahold, improved 30 cents to F18.30 after solid interims.

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week, and that fears had arisen that the fund might now sell its holding.

The Aftersvarden General Index rose 7.7 to 2,019.3. LISBON registered its second successive all-time high, taking the BVL 30 Index through the 2,000 barrier to close 11.95 higher at 2,000.52.

MADRID's Gas Natural took another heavy loss, Pt11,540 down to Pt12,040 in the company, which had developed a system for casting car engine blocks, to less than half of its peak on May 28; brokers said that the company was heavily weighted in one of the three Deutsche Morgan Grenfell funds which were suspended temporarily earlier this

Written and edited by William

Cochrane, Michael Morgan and Jeffrey Brown

Advertisement for Union Petrochemical Corporation. Features the company logo, name, and details about 1.5 per cent convertible bonds due 2003. Includes contact information for Jardine Fleming and other financial institutions.

معلومات الاصل

NEWS: UK

Banks fail to back pro-European campaign

By Gillian Tett, Peter Marsh and Robert Peston in London

Major banks declined to sign a letter to the Financial Times warning the government not to cave in to Eurosceptic pressure to rule out participation in a European single currency. It emerged yesterday.

In the letter, published yesterday, the chairmen and chief executives of 15 large companies with combined sales of \$150bn (£24bn)

warned that a decision now to stay outside a single currency would be "deeply damaging". However, although a number of big banking groups were asked to sign the letter, none agreed to participate.

The groups concerned - which include Barclays, HSBC, Midland, NatWest, Royal Bank of Scotland and Abbey National - offered different reasons for their reluctance. Abbey National suggested the timing was unsuitable, while

Midland said it disliked becoming involved in political issues, and Barclays argued that its key people were absent.

Nevertheless, the silence left some observers puzzled. Mr Michael Cassidy, chairman of the policy and resources committee for the Corporation of London - the municipal authority - said: "We are interested to find out the reasons why the banks were reluctant to become involved."

Another banking observer said: "There is suspicion that pressure is being put on the banks to keep quiet - particularly with the Target discussions at such a delicate stage." Target will link high-value national payments systems, like the UK's current Cheque or Germany's RT-ZV systems if European monetary union starts in 1999. However, the banks were far from alone in their caution.

The car manufacturer Nissan declined to sign the letter because it was too "narrow" in its focus.

Mr Martin Coyne, chief executive of J.C. Bamford Excavators, Britain's biggest construction equipment company, said: "The letter [in yesterday's FT] was based on the false premise that if you are against a single currency you are anti-European. The people signing the letter were not representative of British industry."

Sir Stanley Kalms, chairman of Dixons, the electrical retailer, said he was "antagonistic" to a single currency. "The danger is that it

Islamic conference will not be banned

By James Blitz, Political Correspondent

Britain's Foreign Office said yesterday it had received complaints from four Middle East governments over its refusal to ban a conference of Islamic fundamentalists due to be held in London this weekend.

Although ministers have expressed concern about the conference, they have told Egypt, Algeria, Tunisia and Morocco that the event cannot legally be banned.

The Rally for Revival, to be held on Sunday, is being organised by a group advocating the creation of a worldwide Islamic state and the violent overthrow of the governments of every country in the Middle East.

The event, which is to be attended by 7,000 people at the London Arena, will feature videotape messages from some of the world's most notorious terrorists.

The Home Office said yesterday it had banned three people from travelling to the UK to attend the conference. These include Sheikh Mohammed Hussein Fadlallah, spiritual leader of Lebanon's Hizbollah, and Mr Osama bin Laden, a Saudi who has called for a holy war against US troops in Saudi Arabia. A third exclusion order was placed on Mr Omar Abdul Rahman even though he is in prison in the US for the bombing of the World Trade Centre in New York.

Mr Tom Sackville, Home Office minister, warned this week that the conference would be monitored and anyone inciting racial hatred would be prosecuted.

"The British government strongly condemns any support for terrorism or calls for violence of any kind," he said. "The UK is second to none in its determination to fight terrorism."

The stirring up of hatred inside Britain is illegal, but incitement to racial violence against people overseas cannot easily be prosecuted.

Factory ships' departure hits island economy

By James Buxton, Scottish Correspondent

The klondikers - factory ships from eastern Europe which bought catches of herring and mackerel - have disappeared from British waters, leaving a big hole in the income of bars and video shops in the Shetland Islands to the north of Scotland.

There might have been about 40 klondikers at this time of year processing herring in Lerwick Harbour, and as many as 90 in autumn and winter handling mackerel. But no factory ships have come this year, according to Ms Sandra Latrason, advertising manager of Lerwick Harbour Trust.

The klondikers have gone after nearly 20 years because their Shetland operation is no longer economic as a result of reduced fishing quotas, higher fish prices and the onset of privatisation and market forces in eastern Europe.

Sometimes as many as 1,000 people from eastern Europe - equal to the population of Lerwick - used to live for weeks on the klondiker fleet in the harbour.

Mr Drew Tulloch, a director of Hughton Brothers, one of Lerwick's main wholesalers, used to supply large quantities of vegetables, fruit, chickens and other meat to the klondikers. "But we were always aware after the Berlin Wall came down that it was a bonus that wouldn't last," he said.

Crews from the klondikers bought video recorders and televisions from stores in Lerwick, and sometimes second-hand cars. At weekends they crowded the town's bars.

But the demise of the klondiker fleet is not bad news for fishermen from Shetland and the Scottish mainland because they are now getting better prices for their fish in Norway, Denmark and from local processors.

The higher price of fish, caused partly by reduced UK fishing quotas, has made herring and mackerel too expensive for the factory ships.

The klondikers' operation was becoming steadily less economic. The organisations in Russia, Poland, Bulgaria and the Baltic states which operated them had mostly been privatised and fish now have to compete with other foods in their domestic markets.

"In the old days if the government of the USSR decided to have mackerel, that's what people had to eat," said Ms Alwyn Bashford of Shetland Islands Council.

Retailers report good news from the tills

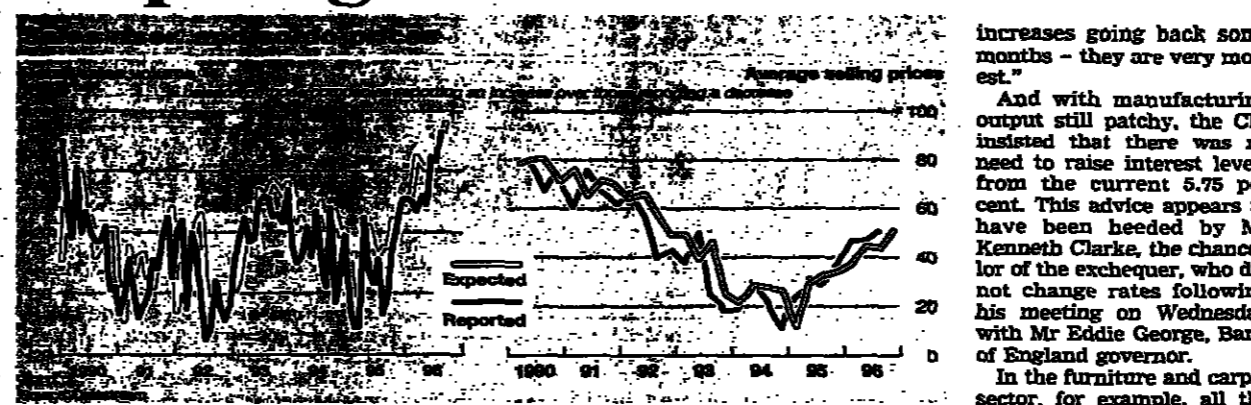
By Gillian Tett and Simon London

Business conditions in shopping centres are more upbeat than at any point since the consumer boom of 1988, retailers have reported.

The surge in spending is welcome news for the government, but it may provoke concern in the Bank of England - the UK central bank - where officials fear that a sudden surge in spending could unleash inflationary pressures.

Yesterday's business survey from the Confederation of British Industry - the country's main employers' lobby - showed that retailers themselves were now reporting an acceleration in price increases.

In the CBI report two-thirds of retailers said their sales were higher than in August 1995. Only one in seven said they were lower.



This left the overall picture healthier than at any point since November 1988.

This increase in sales is already leading retailers to create more jobs: employment growth in August was at its highest level since 1989.

Retailers have also stepped up their orders - and plan to increase them further. This trend may be fuelled by the fact that the stock of goods held by shops is now lower than at any point for four years.

However, the trend also left retailers confident that they did not need to discount their goods as much as last year to attract business: more than half said prices were now higher than a year before.

The CBI yesterday shrugged off suggestions that this trend could create higher inflation. Mr Alastair Eperon, chairman of the CBI's distributive trades panel, said: "These price increases are reflecting cost

Power utilities face extra competition

By Simon Holberton

Competition among electricity generators is set to intensify as the number of power stations planned for construction reaches its highest level since privatisation of the industry in 1991.

Twelve applications for gas-fired power stations have been received since March by National Grid Group, which operates the high-voltage transmission system in England and Wales. They would have an aggregate output of 6,500MW.

This fresh "dash for gas" would result in the largest single addition to the grid since privatisation, and would supply more than 10 per cent of existing capacity in England and Wales.

However, industry executives cautioned that not all applications would lead to stations being built, especially if the price of gas rises. But others said the level of applications underlined the strong interest in the UK market shown by independent generators.

Among those who have signalled their intention to build power plants are British Petroleum in partnership with Entergy, a big US utility, at Hull in north-east England, and British Energy, the nuclear utility, which wants to build a gas-fired power plant at its Heysham site in the north-west - most of this plant is planned to be commissioned in 1998 and 1999 and appears to be directed at the opening up of the household market to competition in 1998.

With the current level of overcapacity in generation of between 10,000MW and 14,000MW, industry analysts believe electricity prices could fall sharply in coming years. According to one industry observer: "With such levels of overcapacity and a diverse ownership of the plant adopting different trading strategies, this is leading us to a situation where a price war looks inevitable."

This is bad news for existing generators, especially British Energy. Its profitability is very sensitive to the wholesale price of electricity and a sharp fall in prices could push it into a loss.

Increased competition will also hit the regional electricity companies, which entered into long-term, high-priced gas contracts, with the first wave of gas-fired power stations in the early 1990s.

These contracts were based on expectations of wholesale prices in the region of 2.8 pence a kWh and above. Over the past year wholesale electricity prices have averaged about 2.3 pence.

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- separate outside catering division
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For further information, please contact John Laurie or Jim Kilcullen of Coopers & Lybrand, 86-73 Queen Street, Edinburgh EH2 4NH. Tel: 0131 226 4488 Ext: 3128 Fax: 0131 220 0145.

Barbed Tape and Metal Fencing Manufacturer

Telford

The business and assets of International Security Services Limited (in receivership) are for sale. Key features include:

- Architectural, security and barbed tape fencing production for UK and overseas. Main UK manufacturer of barbed tape
- Annual turnover \$4m
- Industrial freehold properties totalling 40,000 sq. ft.
- Established trade names "Citadel" and "Bryllis"

For further details contact the Joint Administrative Receivers, Roy Welshy and Duncan Swift, Grant Thornton, Enterprise House, 115 Edmund Street, Birmingham B3 2HT. Tel: 0121 212 4000 Fax: 0121 233 9857.

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CONTRACTS & TENDERS

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The Industrial Credit and Investment Corporation of India Limited (ICICI), as the lead institution, invites offers for the sale/takeover/merger of a company with facilities for the manufacture of 80,000 tpa of white cement at Gotan, Rajasthan, India.

The offers from the interested parties would be evaluated on the basis of the following main considerations:

- Track record of the party;
- Experience in industry;
- Willingness and ability to bring in maximum funds from own resources;
- Minimum reliefs/concessions from the institutions, banks, state government and central government; and
- Acceptability of the party to institutions and banks.

ICICI reserves the right to accept or reject any offer without assigning any reasons. Interested parties may submit their proposals not later than October 31, 1996, along with a non-refundable earnest money deposit of Rs. 10 lac. to:

Sri S. Ragothaman, Zonal Manager, The Industrial Credit and Investment Corporation of India Limited, Zanith House, Keshavnagar Khado Marg, Mahalaxmi, Mumbai 400 034, India.

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The Joint Administrative Receiver of Norman Ice Cream Limited, Alan Thomas and Patrick Whistler, together with the Directors of New England Foods Limited offer for sale an established ice cream manufacturing facility based in Newton Abbot, Devon.

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Interested parties should contact Alan Thomas at Kidson Impact, 20-26 Cassinor Street, London E9 6AA. Tel: 0171 405 2088 Fax: 0171 334 4741.

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CONTRACTS & TENDERS

TENDER NOTIFICATION FOR LEASE OF ADVERTISING SPACE AT MALE' INTERNATIONAL AIRPORT

1. The Maldives Airports Authority of the Government of the Republic of Maldives wishes to lease the Advertising space, as detailed in the Tender Documents from Male' International Airport.
2. The Lease period would be 5 years from 1st Day of November 1996.
3. Tender Documents indicating full details of the Advertising Space are available from the Administration Building of Maldives Airports Authority at Male' International Airport on Payment of US\$ 150.00 (United States Dollars One Hundred and Fifty only) on any working day between 0830 hours to 1400 hours, up to 25th Day of September 1996.
4. Tender Documents duly completed in all respects should reach the Administration Building of Maldives Airports Authority at Male' International Airport latest by 1200 hours on 30th Day of September 1996 by registered post or courier or shall be submitted by hand. The tenders shall be opened at 1300 hours in the presence of interested tenderers or their authorised representatives at the same venue on 30th Day of September 1996.
5. All Tender Documents are to be placed securely in an envelope. The envelope should bear the name and address of tenderer and should be sealed properly and prominently marked "TENDER FOR ADVERTISING SPACE". All tenders have to be addressed to:

THE MANAGING DIRECTOR, MALDIVES AIRPORTS AUTHORITY, MALE' INTERNATIONAL AIRPORT, REPUBLIC OF MALDIVES.

6. The Maldives Airports Authority reserves to itself the right to reject any or all the tenders without assigning any reason thereof and to call for any other detail or information from any of the tenderer(s).
7. For further information please contact: Tel: ++ 960 32 3508 ext 379 Fax: ++ 960 32 5034. Tlx: 68123 MAA MF

LEGAL NOTICE

In the Matter of METRO DEVELOPMENT RESOURCES LIMITED

NOTICE IS HEREBY GIVEN that the office of the above-named company, which is being voluntarily wound up, is now closed and its affairs are being administered by the Liquidator. All parties to the company, including shareholders, creditors and other persons, are required to send their full names, their addresses and descriptions, all particulars of their debts or claims and the names and addresses of their solicitors (if any) to the undersigned by 10.00 a.m. on the 10th day of September 1996. All such notices should be sent to the undersigned by 10.00 a.m. on the 10th day of September 1996. All such notices should be sent to the undersigned by 10.00 a.m. on the 10th day of September 1996.

GOVERNO DO ESTADO PARANA COPEL

SALTO CAXIAS HYDROELECTRIC POWER STATION INTERNATIONAL COMPETITION C-225 ELECTROMECHANICAL ERECTIONS DELIVERY DATE POSTPONEMENT

COMPANHIA PARANAENSE DE ENERGIA - COPEL, informs that the delivery date of the Instructions to Bidders and the Contract Documents referring to International Competition C-225 was postponed to October 07, 1996 at 2:00 P.M., at COPEL's office meeting room, in Curitiba, at 233 Voluntarios da Patria Street, ground floor, in the State of Parana, Brazil.

All other provisions of the Instructions to Bidders remain unmodified.

NEWS: UK

Unions agree to discuss division of £87.5m B SkyB broadcasting revenue

Historic rugby tournament saved

By Patrick Harverson and Raymond Snoddy in London

The Five Nations rugby union championship, the sport's oldest tournament, was saved yesterday when the English Rugby Football Union reached an agreement over the sharing of television revenues with its Scottish, Welsh and Irish counterparts.

May when it unilaterally signed an £87.5m (£136.50m) deal with the B SkyB satellite television network, will be allowed back into the competition that has seen the five countries play each other annually since 1883.

The settlement raised hopes that the separate row between the top 24 English clubs and the RFU over television money - which led to the clubs breaking away from the RFU last week and English international players boycotting a training session this week - would also be settled.

The four UK unions refused to say how the deal was struck. It appears that while England is to be allowed back into the Five Nations, the details, and in particular the financial details, will have to be worked out later.

The RFU's deal with British Sky Broadcasting is legally binding, and it may now have to make part of its £87.5m "voluntarily" available to the Irish, Welsh and Scottish unions, which were offered lower sums by B SkyB. There is likely to be a further process of evaluation of who should get what.

Berlusconi appeals against office raid

By John Mason, Law Courts Correspondent

A member of the Palestine Liberation Organisation was possibly involved in the alleged fraud and bribery scandal surrounding former Italian prime minister Mr Silvio Berlusconi, the High Court in London heard yesterday.

Rechem cleared for BSE work

The Environment Agency - the government's pollution watchdog - yesterday gave Rechem, the hazardous waste incineration company, permission to burn meat and bone meal arising from the government's controversial BSE cull. This makes Rechem eligible to seek government contracts for the incineration of remains of cows culled as part of the drive to stamp out mad cow disease.

Minister wins defence housing battle

Nomura-led consortium overcomes opposition to sale of military homes

The selection of a consortium led by Nomura, the Japanese securities house, as preferred purchaser for 53,000 homes owned by the British defence ministry is the final stage of a controversial privatisation.

For financial managers, contractors and lenders, negotiating new projects under the British government's private finance initiative in the health sector has been like navigating an uncharted river. No sooner is one obstacle dealt with than a bigger one appears, Mark Suzman writes.

The private finance programme is intended to secure from private companies the design, building, finance and operation of non-clinical functions in new hospitals needed by the state health service. The latest obstacle to hit the troubled programme is the issue of affordability.

run the hospitals are unable to pay for units which meet the specifications they initially requested. Six projects have received Treasury approval over the past year but a series of sticking points - ranging from whether contractors would assume risk for patient usage of facilities, to whether the government would honour the liabilities of trusts which might go bankrupt - has meant that not a single contract has been signed.

homes which the ministry no longer requires. Hambros, the merchant bank which has been an adviser on many other government privatisations, is another important member of the consortium.

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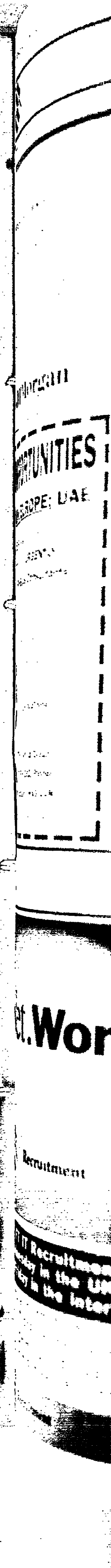
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The closing date for applications is Wednesday 18th September 1996.

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FINANCIAL TIMES

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Theatre

Slick Japanese dream

Alastair Macaulay on a visually striking staging

Most British stagings of A Midsummer Night's Dream are not nearly good enough, but at least they are in English. Yukio Ninagawa's staging... translated into an ass, a big knockabout set-piece ensues in slow motion...



The Marmad Theatre, RCA Tetsuro Sagawa as Oberon and Kayoko Shirahashi as Titania

Douglas R. Jeffery

Search for lottery fund guinea pigs

The new Arts Council grant scheme is being launched with care, says Antony Thorncroft

No, it will not wipe clean your debts, or dispose of your dead wood with vast redundancy payments, or give you a substantial endowment. The Arts Council's awkwardly named stabilisation programme...

Other obvious contenders are musical groups, which, with less need for capital development, are ineligible for traditional lottery cash. There are other restraints. An arts company must have been going for five years...

Lottery money might change everything for everyone, but the next few years could be tough

Sexy Lulu conquers new territory

Richard Fairman enjoys the cultural capital's big arts event

Flying out of Edinburgh and into Copenhagen last week was to swap one festival city for another. The only difference is that Copenhagen is enjoying a year-round festival as cultural capital of Europe for 1996...

catching promotion of the Danish National Radio Symphony Orchestra. Together with the Danish Royal Ballet, the orchestra sees itself as Denmark's prime cultural export...

As long as the audience was not expecting an orgy on the lines of the publicity photo, this was a sexy Lulu - more so, certainly, than the recent Glyndebourne production. Where that showed Lulu as an everyday girl, this one went to the other extreme...

As an interpretation of Berg's opera this was decidedly over-coloured, but there were some strong theatrical touches. At the end, when Lulu has become a prostitute, she entertained her clients in an abandoned car and her death at the hands of Jack the Ripper ended with her face pressed in a silent scream against the windscreen.

Adam (once a notable Schön himself) has moved on to play a subtle Schigolch. All round, the cast was less impressive than Glyndebourne's, but the production allowed them to make a greater impact. It also helped that Ulf Schirmer and the Danish National Radio Symphony Orchestra managed to keep the accompaniment down so honourably, even in the open acoustic of the riding school...



Monte Jaffe as Dr Schön and Constance Hauman as Lulu

INTERNATIONAL ARTS GUIDE

- AMSTERDAM EXHIBITION Stedelijk Museum Tel: 31-20-5732911 ● Marien Schouten: first Amsterdam overview of this artist's work...

Martin-Gropius-Bau Tel: 49-30-254880 ● Michael Schmidt. Fotografien seit 1965: retrospective exhibition featuring photographs by Michael Schmidt (b. 1945) from 1965 to the present...

OPERA Komische Oper Tel: 49-30-202800 ● Die Fledermaus: by J. Strauss. Conducted by Yakov Kreizberg and performed by the Komische Oper...

BRUSSELS EXHIBITION Palais des Beaux-Arts Tel: 32-2-5078466 ● Ilya Kabakov. Sur le toit: exhibition of Ilya Kabakov's installation 'Sur le toit'...

CLEVELAND EXHIBITION Cleveland Museum of Art Tel: 1-216-421-7340 ● Photographs by Cindy Sherman: since 1975, Cindy Sherman has created 'portraits' of herself...

COPENHAGEN CONCERT Tivoli Concert Hall Tel: 45-33 15 10 01 ● Tivolis Symfoniorkester: with conductor Tamás Vété perform works by Brahms, Beethoven and Wagner...

LONDON CONCERT Royal Albert Hall Tel: 44-171-5898212 ● BBC National Orchestra of Wales: with conductor Tadaaki Otaka and pianist Leif Ove Andnes...

PARIS EXHIBITION Musée Carnavalet Tel: 33-1 42 72 21 13 ● Georg Aerni - Panoramas parisiens: exhibition of a series of panoramic views of Paris by the Swiss photographer Georg Aerni...

NEW YORK EXHIBITION Louise M. Davies Symphony Hall Tel: 1-415-864-8000 ● San Francisco Symphony: with conductor Michael Tilson Thomas...

VIENNA EXHIBITION Palais Liechtenstein Tel: 43-1-3178900 ● Erb: From Mao to Madonna: retrospective of this legendary figure of European Pop Art...

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COMMENT & ANALYSIS



Philip Stephens

Costly boys' toys

It will cost £250 for every person in the UK but the Eurofighter is an unnecessary embodiment of a broken dream

This week the British government confirmed its intention to squander £16bn of taxpayers' money. That's right, £15bn, or £250 for every man, woman and child in the country. And what happened? Not a whisper of dissent, not an eyebrow raised. Instead, universal applause. Tony Blair's Labour party, big business, the trade unions, they all cheered. But then they were all playing the nation's favourite game - the politics of delusion.

I am referring to the government's order for a new combat aircraft, Eurofighter 2000 will be built in collaboration with Germany, Italy and Spain. The Royal Air Force says it needs 230 of them. On my reckoning, that works out at £55m each. So far, I suppose, so unremarkable. We have long been inculcated against the spiralling cost of military kit.

And, of course, our boys must have the best. To listen to Michael Portillo this week was to take a time machine to the days when Britain mounted a fair pretence of standing astride the world stage. Remember the 1950s. Hardly a week went by without an order for the latest high-tech missile or state-of-the-art plane. We had Blue Boar, Blue Steel, Blue Streak, Skybolt, Black Knight, the SR17, the TR3. Later came Chevaline, Nimrod and Tornado.

Some of these actually flew. Most of them didn't. Nothing so trivial as that, though, could quench the thirst of the air marshals and the politicians. They are as intoxicated by sophisticated weaponry as are little boys by plastic soldiers. Show them a piece of lethal wizardry and British Aerospace can add as many noughts as it likes to its cheque from the taxpayer.

Eurofighter claims to have as many of these gizmos as anything else in the air. Its pilots will have

"point and shoot helmets" to aim their missiles just by looking at the target. They will be able to talk to the control panel. And if an enemy sneaks up on it, Eurofighter will shoot it down without so much as looking over its shoulder. So we are told. No wonder one breathless defence correspondent wrote this week that the RAF's top guns are absolutely "itching" to get their hands on it.

The RAF will have to wait a while. Officially the first planes will be delivered in 2002. Given the project's track record, that is more than a little optimistic. No matter. In the meantime, Mr Portillo explained, the project would secure the future of 14,000 jobs. It would also cement an alliance between British Aerospace and leading continental defence contractors which would keep Europe at the leading edge of the military aerospace business well into the 21st century.

All this sounded somewhat curious coming from Mr Portillo. The defence secretary has never had a reputation as a corporatist or an advocate of expensive make-work schemes. Nor as an enthusiast for European collaboration. His spell at the Treasury must have taught him that Eurofighter will add not one extra job. If it

To the extent that manned aircraft are of any use at all, they must be invisible to radar. But the Eurofighter is about as stealthy as a Boeing 747

was scrapped, the money would be spent, and the jobs created, elsewhere. Never mind. The election is on the near horizon. And he has had a rough enough ride from the armed forces.

There is, though, a bigger snag. It was no accident that Michael Heseltine was first into the cockpit of the prototype at the Farnborough air show. It was Mr Heseltine, as defence secretary during the mid-1980s, who got the project off the ground. That was before his contretemps with Margaret Thatcher over Westland.

At the time Mr Heseltine was probably right to argue that the RAF's ageing fleet of Tornados should be replaced by a new European aircraft. When Eurofighter was dreamed up (it was then called EFA) the world was a different place. We had real enemies.

The icy winds of the cold war still blew across the Berlin wall. Mrs Thatcher had sharply increased overall defence spending. The Falklands war had fostered the illusion that Britain could and should retain the capability to fight a war on its own account. The commitment to the North Atlantic Treaty Organisation meant that the RAF needed fighters capable of engaging Soviet MiGs over the German plains. The Eurofighter was designed to do just that.

And now? Everything has changed. Even supporters do not expect to see Eurofighter in action against the Russians. The idea of Britain retaining an independent military capability is a broken dream. During the Gulf war, its Tornados and tanks did not tilt the military balance against Saddam Hussein. They were an expression of political solidarity with the US.

control and communications infrastructure supplied by Washington. The reality is that, if and when Britain fights in wars of the future, it will do so as a junior partner in a US-led coalition.

The US also happens to produce better aircraft. Just to look at Eurofighter's 1970s styling is to realise that it is well behind its American equivalents. To the extent that manned aircraft are of any use at all in a world of ever more effective and accurate missiles, they must be invisible to radar. Hence the US emphasis on so-called stealth technology. But, as a Whitehall official who knows about these things remarked, Eurofighter is about as stealthy as a Boeing 747.

Its supporters counter with the argument that without a European alternative, Washington could charge what it liked for US-produced planes. It is easily answered. In its role as world policeman, the US needs its allies to stand alongside it. If it overpriced, say, its F-22 fighter aircraft, Britain would simply buy fewer. The RAF's contribution to any US-led force would be correspondingly smaller. And anyone who believes that the cost of Eurofighter will be held to £15bn is day-dreaming. Its early development costs have already overshot by 25 per cent.

Thankfully, there is still an escape route from this folly. If Mr Blair wins the election, the harsh realities of the public finances might persuade him to be more sensible in government than he can afford to be in opposition. More hopefully, Germany is already seriously worried about the cost. It could yet pull out of the enterprise. The economics then would shift from being absurd to impossible. Let's hope so. There are better ways for a country to relive past glories.

EDITORIAL

Industrialists do not reflect hostility to Emu in UK - let alone France and Germany

From Mr Ian Milne. Sir, If the chairmen and chief executives of the prestigious British companies who "fear damage from Emu isolation" (Letters, September 5) had bothered to consult the heads of their French subsidiaries (or read French national newspapers like Le Monde and Figaro), they would know that, for the French establishment, the single currency project is dying on its feet.

A succession of senior French politicians of both the ruling coalition and the opposition are expressing serious reservations about the wisdom of the project, in the press, on radio and on television. They range from former president (Giscard d'Estaing) to former prime ministers (Garra, Fabius, Balladur) to former finance ministers (Madelin). These statesmen, whose "European" credentials are impeccable, are reflecting the deepening worries of businessmen, economists, columnists and the electorate about the effect of

the so-called single currency on an already ailing French economy. A similar groundswell is now building up in Germany. Cahnac and Kohl, who both face general elections in 1998, would each prefer the EMU to throw in the sponge first. A social experiment that would blow Emu away is less likely in Germany than in France, but - according to French commentators - it is certainly on the cards in France.

From Mr Ian Milne, chairman, The June Press, 2 rue de Port St. Omer, 75002 Dieppe, France.

From Ms Rebecca Beech. Sir, Had Britain not left the ERM when it did, we would now be confronting the economic and social devastation that consumes our continental friends. The UK industrialists, whose letter you published, would not be in a position to presume to know what is best for our nation.

While many aspects of the process remain unresolved, 125 years after France and Germany first met in Paris to discuss the idea, Emu is fraught with potential economic disaster and should be treated as such. I hope that our politicians will not be overly influenced by the self-interest of big business as I fear they might in an election year.

Rebecca Beech, 25 Mountpelier Row, Blackheath, London, UK

From Mr Osman Streater. Sir, You print a letter from 15 "representatives of companies whose trade in Europe generates billions of dollars of export business and creates tens of thousands of jobs in this country".

Really? The chairman of Bupa is one of the 15. How many tens of thousands of medical jobs in the UK depend on British participation in Emu, as he urges? So is the chairman of Burson-Marsteller. How many billions of dollars does

his public relations company earn from its exports from Britain to the EU? The chairman of Coopers & Lybrand has signed. What does his firm export - accountants? The group chief executive of Rentokil is a signatory. What has Emu got to do with rodent control? As for the chief executive of Unigate appending his signature, surely the one thing that the continentals want to know about dairy products is that they did not originate from British cows.

Even for the companies which clearly do export to Europe, it is hard to imagine that their business will be harmed by our not joining Emu. Will Guinness sell less scotch to the whisky-loving Italians? No? Well, why then are he and other chairmen, such as those of BP and Shell (remember, oil is priced in US dollars) getting emotional about Emu?

Osman Streater, Savile Club, 68 Brook Street, London W1Y 2ER, UK

Paris Club must act on debt relief

From Mr Paul Spray. Sir, Re your report "Paris Club threat to debt initiative" (August 30), the Paris Club must indeed raise the amount of debt relief it can offer and it ought to call a special meeting to do so.

But the Paris Club should not become a reason for the International Monetary Fund to shelve its own contribution.

Paul Spray, policy director, Christian Aid, PO Box 100, London SE1 7ET, UK

Environmental quality key element of industrial policy in Philippines

From Mr Owen Cylie. Sir, Edward Luce ("Green tiger", September 4) captures one half of an emerging development paradigm in Asia. I met Victor Ramos, secretary of state for the environment for the Philippines, just two weeks ago in Manila. He articulated the outlines of what might come to be called a "clean revolution" for the Philippines.

More to the point, Malito Salazar, under-secretary at the Department of Trade and Industry, is leading the environmental charge from within the camp of the presumptive enemy, seeing

in the issue a competitive challenge to Philippine industry. He, and his department, are making environmental quality a strategic factor for industrial policy, the other half of the development paradigm.

As Mr Salazar points out, the elements for a "clean revolution" are in place in the Philippines: increasing public awareness and concern for the environment; improving environmental regulation and enforcement; dramatic increases in the rate of investment; and increasing pressure from the international market place.

With perhaps as much as 90 per cent of the Philippines industrial stock to be built over the next 15 years, there is real opportunity for the introduction of clean design, technologies and production. The convergence of environmental and industrial policy in the Philippines is just another sign that brown and green can co-exist in Asia.

Owen Cylie, Senior fellow, Tata Energy and Resources Institute, Washington DC, 9101 Charred Oak Drive, Bethesda, MD 20817, US

Europa - Thomas Mayer

The way to price stability

A European central bank's operations should be guided by an inflation target

The financial markets may be having reservations about whether the European Union can achieve the final stage of economic and monetary union (Emu). But preparations for monetary union are gaining momentum among the various national and EU authorities involved.

One question under discussion is how the future European central bank should pursue price stability. Should its policy operations be guided by a monetary target in the manner of the Bundesbank or should it adopt an inflation target?

At first glance, this seems like a technical issue of limited general interest. But the decision will have important consequences for the transparency of European monetary policy and the accountability of the central bank.

The advocates of monetary targeting point to the stability of aggregate money demand in Europe, and to the good inflation record of the Bundesbank. Why, they ask, should a concept that has served the Bundesbank so well not be taken over by the European central bank?

However, there are at least two good reasons why an approach that has worked well for the Bundesbank may not be suitable for the European central bank. One is that the apparent stability of European money demand in the past will not necessarily hold in the future, when national currencies will be replaced by a European currency with as yet unknown characteristics. This problem could be addressed by a careful monitoring of money demand across Europe.

A more important objection is that monetary targeting along the lines followed by the Bundesbank will leave the central bank too much room to act at its own



being in the traditional monetarist framework.

This has permitted the Bundesbank to fend off suggestions that it should take direct responsibility for real economic activity and inflation (as the Fed does). Now does it have to commit itself to strict money control (as the original monetarist approach demands)?

The result has been considerable room for discretion in the design of monetary policy, and the inability of the public to monitor central bank performance except in the very long run.

The German inflation record of the last four decades suggests that the Bundesbank has tended to use this room for discretion wisely.

But it is far from clear that a supranational central bank endowed with the same room for discretion and similarly freed from public scrutiny would do the same. National representatives on the governing council of the central bank might be tempted to dilute monetary policy in pursuit of narrow national interests - some countries, for example, may regard rapid economic growth as more important than low inflation.

Hence an inflation target combined with the requirement to report regularly on the outlook for inflation would be a better policy framework for the European central bank than monetary targeting along Bundesbank lines.

In following such an approach, the European central bank would regularly publish an inflation forecast based on all relevant economic variables (including money stock growth). And it would explain any official interest rate moves in the light of the difference between the forecast and target inflation.

As a result, European monetary policy would become transparent and the central bank would be publicly accountable for its policy decisions, which in the end would strengthen its credibility.

The author is senior economist at Goldman Sachs Frankfurt office, and a former economist at the International Monetary Fund.

In Europe's crowded skies, Rockwell Avionics plays a key role in promoting safety and efficiency.



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COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL. Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407-5700 Friday September 6 1996

Reforming Germany

On Wednesday the French authorities announced that gross domestic product fell 0.4 per cent in the second quarter. Yesterday, the equivalent German figure turned out to be a rise of 1.5 per cent. Many will conclude that there is a sharp contrast between the two economies. That would be wrong: they are remarkably alike.



German banks ripe for restructuring

Table with 2 columns: Bank Name, Total assets (DM bn), Operating profits (DM bn). Rows include Hypo-Bank, Dresdner, and others.

Table with 2 columns: Bank Name, Market capitalisation (DM bn). Rows include Hypo-Bank, Dresdner, and others.

Table titled 'Who owns whom?' showing ownership percentages between various banks like Allianz, Hypo-Bank, Dresdner, etc.

From left to right: Hilmar Kopper, Deutsche Bank chairman; Jürgen Scheep, Dresdner Bank chairman; Hans-Jürgen Schulte-Nölde, Allianz chairman

Cat set among the pigeons

Deutsche Bank's move has set the stage for a more wide-ranging restructuring of the German banking industry, says Andrew Fisher

When Deutsche Bank, Germany's largest bank, recently announced that it held 5.21 per cent of smaller Bayerische Vereinsbank, the fourth-largest, the unexpected news stunned bankers and investors.

market and a stronger position in the low-margin but steadily profitable mortgage business. On that basis, a merger between Dresdner Bank (number two in Germany) and Bayerische Hypothek- und Wechsel-Bank (number five) would also yield benefits.

But there are other obstacles to such predatory moves. "Even in the case of a friendly takeover, it is difficult enough for big companies to reconcile two different corporate cultures," says Mr Hein.

UN sidelined

Whatever its human and material cost, the crisis in Iraq has already claimed an important institutional casualty. The UN Security Council, viewed until recently as the chief lending agency for the US and other would-be world policemen, is forfeiting that role.

Weinstock era

Lord Weinstock's retires today as managing director of the General Electric Company. When he took the post in 1983, he took it with a radical agenda.

OBSERVER

A random old world

Services to the television industry are being cut. No, he has let the grass grow under his feet as regards the book. Late on Wednesday he signed a contract with Random House to chronicle the remainder of the presidency.

Ball in his court

It is Germany's Olaf Simonsen who has let the grass grow under his feet as regards the book. Late on Wednesday he signed a contract with Random House to chronicle the remainder of the presidency.

The first fence?

It is Germany's Olaf Simonsen who has let the grass grow under his feet as regards the book. Late on Wednesday he signed a contract with Random House to chronicle the remainder of the presidency.

All change

Reactionaries have triumphed over the reformers at blue-blood investment bank ING Barings. Just one month after declaring Friday a "dress-down" day, when staff can put away their stuffed Jeremy Street shirts, the company has killed it off.

100 years ago

Foreign Shareholders The influence of foreign shareholders who were so freely introduced last year into British companies has made itself felt more than once of late, and we must say that, generally speaking, the influence has been for good.

50 years ago

Productivity Productivity, or output per man hour, is a vitally important aspect of reconstruction. Never was there so much interest in the subject. Yet on very few subjects is there so little reliable material available.



"Do what no one has done before."
KASAB (HARRIS), founder of HARRIS
KILLICRUIK

MGAM
Clinton campaign receives boost from jobless tot...

German growth fails to lift bleak job prospects

By Peter Norman in Bonn

Germany returned to growth in the second quarter, but rising unemployment last month and a sober report on the economy from the Organisation for Economic Co-operation and Development gave little hope of the country's unemployment crisis easing.

On a seasonally adjusted basis, gross domestic product jumped 1.5 per cent from the first quarter, when the economy declined 0.5 per cent, the federal statistics office said yesterday.

GDP was 1.2 per cent higher than in the second quarter of last year after year-on-year growth of just 0.2 per cent in the first three months of 1996.

Mr Günter Rexrodt, the economics minister, hailed the news as evidence that Germany had overcome a "dip in growth", but the federal labour office announced that unemployment increased nationwide by a seasonally adjusted 14,000 last month.

On an unadjusted basis, Germany's August jobless total of 3.5m was 9,960 below that of July but 323,500 higher than in August last year. The national unemployment rate held steady at 10.2 per cent of the working population last month, with a continuing sharp divergence between the 15 per cent jobless rate in former Communist eastern Germany and 9 per cent in the west.

In its annual report on the German economy, the OECD warned yesterday that the country's expected rate of growth "would be too weak to make any inroads into the high level of unemployment".

Although the Paris-based "club" of 27 industrialised democracies forecast GDP increases of 0.5 per cent this year and 2.4 per cent in 1997, it warned that employment in Germany would fall by about 1 per cent this year and that the jobless rate would not stabilise before next year.

Germany's return to growth between the first and second quarters owed much to an unprecedented 11.5 per cent jump in construction activity, which made up for the 9.5 per cent drop during the first quarter.

The statistics office pointed to a 2.5 per cent increase in export demand and a 3.6 per cent jump in public-sector consumption as important factors behind the year-on-year growth of 1.2 per cent.

Telecoms plan for US and UK may cut costs

By Guy de Jonquieres in London

The US and Britain are discussing radical liberalisation of transatlantic telecommunications traffic, which they hope will help trigger sharp falls in international call prices and shake up the industry worldwide.

Mr Reed Hundt, chairman of the US Federal Communications Commission, said in London yesterday the two countries were planning "the communications equivalent of Operation Overlord" - code-name for the allied liberation of continental Europe at the end of the second world war.

The move may prove controversial in Brussels, because it could enable US carriers to compete throughout the European Union, while their home market remained closed to European companies.

The plan still faces hurdles. As part of any deal, London is expected to press for BT, Cable & Wireless and other UK companies to be allowed to operate freely in the US.

The FCC, which regulates the US industry, is unlikely to act on such a request before November's presidential election. The liberalisation plan, which Mr Hundt discussed with British authorities this week, may also face opposition from AT&T and other large US carriers.

Both governments believe the plan could weaken bilateral arrangements which telecommunications companies worldwide have long used to share international revenues.

The arrangements, based on artificial "accounting rates", have been criticised for fueling international tariffs and distorting the world market.

The US and Britain are considering waiving the "accounting rates" system on calls between them after the UK fully liberalises its international telecommunications market next year. The policy would be for an experimental 18-month period.

Almost 50 companies - 22 of them US-based - are seeking licences to operate international services from the UK. But the government fears that unless the US reciprocates, it will benefit most from any change in the accounting rates system.

Britain plans from next year to grant similar treatment to other members of the EU, which is due to liberalise telecommunications in 1998. The EU scheme only covers calls between member states. But US carriers might benefit if they could use Britain as a low-cost route to serve customers elsewhere in the EU.

Morgan's maze

THE LEX COLUMN

One has to grant it to Mr Peter Young, the suspended Deutsche Morgan Grenfell unit trust manager. The scheme he allegedly put in place to hide his unauthorised investments had a certain elegance. Such was his enthusiasm for certain stocks that he is said to have breached rules preventing unit trusts owning more than 10 per cent of a company.



DMG owns such large chunks of the companies, it could even be forced to bid for them.

Still, Mr Young's ingenuity does not excuse DMG's failure to spot the rise. The company was worried back in April that the proportion of unlisted companies in Mr Young's portfolio was rising. But it merely told him to cut the proportion.

And Mr Young allegedly bypassed that instruction by selling the shares to other unlisted companies; because they were sold at a discount to their previous value, the proportion of unlisted shares in his portfolio seemingly fell.

Why did Mr Young's bosses fail to probe the nature of the unlisted companies that were appearing in his portfolio? Why did it take a further four months before they found out what was happening? The answer is apparently the old one of inadequate controls - or discipline, in the words of Deutsche Bank's fund management chief.

In the circumstances, it is appropriate that Deutsche Bank is shouldering the losses and has egg on its face.

International telecoms

The US and the UK apparently want to launch the equivalent of "Operation Overlord" to bring down the high cost of international telephone calls. The phrase - from Mr Reed Hundt, chairman of the US Federal Communications Commission - is suitably dramatic. And if

it is followed by action, the impact on the industry's profitability will be severe.

International phone calls generate \$50bn in revenue a year, with the average price nearly \$1 a minute. Analysts think the true costs are a fraction of that - perhaps only 20c a minute. That points to excess profitability of maybe \$40bn. Such a sum is, of course, not going to vanish overnight - not least because the UK and the US do not speak for the whole world.

That said, other European countries, in particular, would be under pressure to follow suit; otherwise, they could see telecoms traffic diverted to London and then shunted across the Atlantic.

Given how much most telecoms companies rely on profits from international calls, the consequence would be painful.

Grand Metropolitan

Mr John McGrath, Grand Metropolitan's recently installed chief executive, has wasted no time in shaking up the food and drinks group. By the year end, he will probably have raised £400m (\$652m) from disposals, achieving a bold rationalisation of the group's ragged European foods portfolio and a sensible exit from its decidedly non-core eye care subsidiary, Pearle. These businesses produce low returns on invested capital, are an unnecessary management distraction and can be sold without much earnings dilution.

There is generally a downside to restructuring. In this case, it is the embarrassment of admitting that these investments have destroyed \$500m of shareholder value, which will be registered as an exceptional

loss. But these acquisitions were mistakes from Grand Met's distant past and Mr McGrath is right to kick them out.

If the proceeds come in by the year end, Grand Met's net debt would fall to almost £2.5bn, down \$200m from last year. And with a 7% interest cover of around 7% times, a share repurchase suddenly becomes a realistic possibility. A buy-back would do more than enhance earnings - it would prove that Mr McGrath has no plans to trace the disturbingly acquisitive pattern of his predecessors. And there is much for him to do with the existing business. Returns on capital remain unimpressive. If he can devise a tax-efficient way of demerging the group's strategically incongruous Burger King subsidiary, he would stone for plenty of the group's previous sins.

Royal & Sun Alliance

Yesterday's results were good and the integration is on track, but investors are refusing to get excited about the merger of Royal Insurance and Sun Alliance. The shares are back where they were when the marriage was announced in May.

Unfortunately, that reaction is hard to fault. While cost savings will probably exceed the £175m promised by 1998, analysts expect fully a third of them to be completed away. And while the merger has improved the group's geographical balance it has not reduced its exposure to the highly competitive end of the general insurance business. Sheer size does not improve underwriting skills and a look at the US shows the big national insurers losing ground to regional and specialist companies.

A second worry is that the compromise at senior management level - there is both a chief executive and an executive deputy chairman - could stop the group from taking the necessary hard decisions. Proposals to shed 30 per cent of managers, against 13 per cent of total staff, certainly sound tough. But Royal & Sun is not moving particularly quickly to unify its three separately branded direct insurers in the UK. And a management focused on maximising returns on equity would hand back excess capital to shareholders, while Royal & Sun clearly intends to keep something for a rainy day. Until those concerns are addressed, there is little reason for the shares to trade above their asset value.

Brussels to unveil labelling scheme to allay BSE fears

By Caroline Southey in Brussels

The European Commission will shortly unveil an ambitious labelling regime for beef in an attempt to boost the industry's image and allay consumer fears about red meat.

The Commission envisages providing consumers with a history of each piece of beef, from cowshed to supermarket. Every beef product would carry a label stating where the animal was born, where it was fattened, what it was fed and where it was slaughtered.

The scheme would be backed by a "passport" scheme for all cattle in the European Union, with the details kept on national computer databases.

The EU beef sector has been devastated by a six-month old crisis triggered by fears over bovine spongiform encephalopathy or mad cow disease. EU beef consumption is still at 80 per cent of its level before the UK government announced in March that BSE could be linked to a fatal human brain disease, CJD.

Devising an EU-wide scheme is complicated, as an animal could be born in the Netherlands, fattened in France and slaughtered in Spain.

The "passport" scheme would be compulsory. The labelling scheme, which is still in draft form, would be voluntary. But Brussels hopes it will trigger competition between producers and supermarkets.

guarantees will get less and less of the market," a meat trade official said. The International Butchers' Confederation, which represents small butchers in Europe, said it welcomed a labelling system because it would be a "want one". But the industry was against a system that required "too much information".

Officials said the aim was also to provide coherence in EU regulations on labelling and cattle identification. Some member states, such as Belgium and the Netherlands, have sophisticated animal passport systems while others, such as the UK and Italy, have poor traceability regimes.

Rechem gains BSE cull work

Yeltsin

Continued from Page 1

general. But he added that he opposed the rapid withdrawal of Russian troops from the contested region.

Russia's flagging stock market, which has fallen by almost one-third since the summer presidential election because of fears over Mr Yeltsin's health, declined by about 5 per cent yesterday.

Bankers said the added uncertainty was likely to delay Russia's long-awaited foreign investment boom.

But both political and business leaders said the strong presence of Mr Anatoly Chubais, the mastermind of Russia's economic reform programme who recently became the Kremlin chief of staff, might keep the government on track.

Deutsche unit trust move

Continued from Page 1

Asset Management this week after the discovery of misvaluations of securities in the funds.

Deutsche Bank said it had suspended Mr Stewart Armer, fund manager of one of the two unit trusts.

As the unlisted companies set up by Mr Young were untangled, MGAM discovered it owns nearly half of Ashurst Technology, a Toronto-listed engineering group, and 51 per cent of Sydeco, a Norwegian software group.

Mr Michael Dobson, the chief executive of Deutsche Bank's investment banking arm Deutsche Morgan Grenfell, said a City law firm and accountancy firm would take part in its inquiry into what had occurred at MGAM.

"There is a clear structure, and there was a break down of controls and supervision," said Mr Dobson, a Deutsche Bank director. "We will leave no stone unturned to discover what happened and make sure it never happens again."

Mr Rolf Breuer, a Deutsche Bank director with responsibility for asset management, said the bank had already considered moving the UK unit trust business under Frankfurt control and would do so again "in the light of what has happened".

Some 8 per cent of cash in the three suspended funds was withdrawn by investors yesterday. The funds had an estimated \$300m in cash ready to meet more pessimistic predictions of how badly investors would react to the affair.

See Lex

FT WEATHER GUIDE
Europe today
The Benelux, France, southern England and Wales will be mainly sunny while northern England, Scotland and Ireland will have some cloud. North-west and north-east Spain will have showers, though the south of the country will be sunny. Portugal will be partly cloudy. Northern Italy will be sunny, while southern Italy, the Balkans and Austria will have thundery showers. Greece will be mainly sunny and dry. Germany, eastern Poland and Russia will have rain.

Five-day forecast
Northerly winds will bring cool, damp air into western Europe. Showers are expected to arrive in the Benelux by early next week, though France will remain mainly sunny and dry. Northern and western Spain and Italy will have thundery showers. Rain is likely in the Balkan states and Russia.

TODAY'S TEMPERATURES
Medrum cloudy 27, Celsius sun 19, Abu Dhabi sun 42, Algiers cloudy 28, Amsterdam fair 16, Athens sun 28, Beirut fair 32, B. Aires fair 17, Bangkok sun 28, Barcelona shower 25, Beijing cloudy 27, Cardiff sun 19, Casablanca shower 19, Chicago shower 14, Cologne fair 30, Doha fair 38, Dubai fair 38, Dusseldorf shower 16, Edinburgh shower 14, Faro sun 24, Frankfurt fair 19, Geneva sun 27, Gibraltar sun 28, Glasgow fair 19, Hamburg shower 14, Helsinki fair 13, Hong Kong fair 31, Honolulu fair 32, Istanbul thund 24, Jakarta fair 31, Jeddah fair 30, Karachi fair 35, Kuwait sun 42, L. Angeles fair 28, Las Palmas fair 28, Lima cloudy 19, Lisbon sun 20, Luxembourg sun 19, Lyon sun 22, Madeira sun 25, Madrid sun 27, Malaga shower 28, Manila fair 17, Merida cloudy 33, Melbourne fair 18, Miami fair 25, Mendoza City sun 33, Moscow fair 21, Milan fair 22, Montreal thund 24, Moscow shower 20, Munich fair 13, Nairobi fair 26, Naples thund 25, New York cloudy 28, New York fair 28, Niiza sun 24, Nizwa sun 34, Oslo fair 17, Paris sun 22, Perth shower 19, Prague shower 11, Rangoon shower 27, Reykjavik shower 11, Rio thund 27, Rome thund 27, S. Francisco sun 24, Seoul fair 18, Singapore thund 30, Stockholm shower 14, Sydney sun 20, Taipei sun 28, Tangier sun 28, Tel Aviv fair 36, Tokyo cloudy 28, Toronto sun 27, Vancouver fair 20, Venice fair 22, Vienna shower 15, Warsaw rain 13, Wellington shower 13, Winnipeg sun 24, Zurich sun 18

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